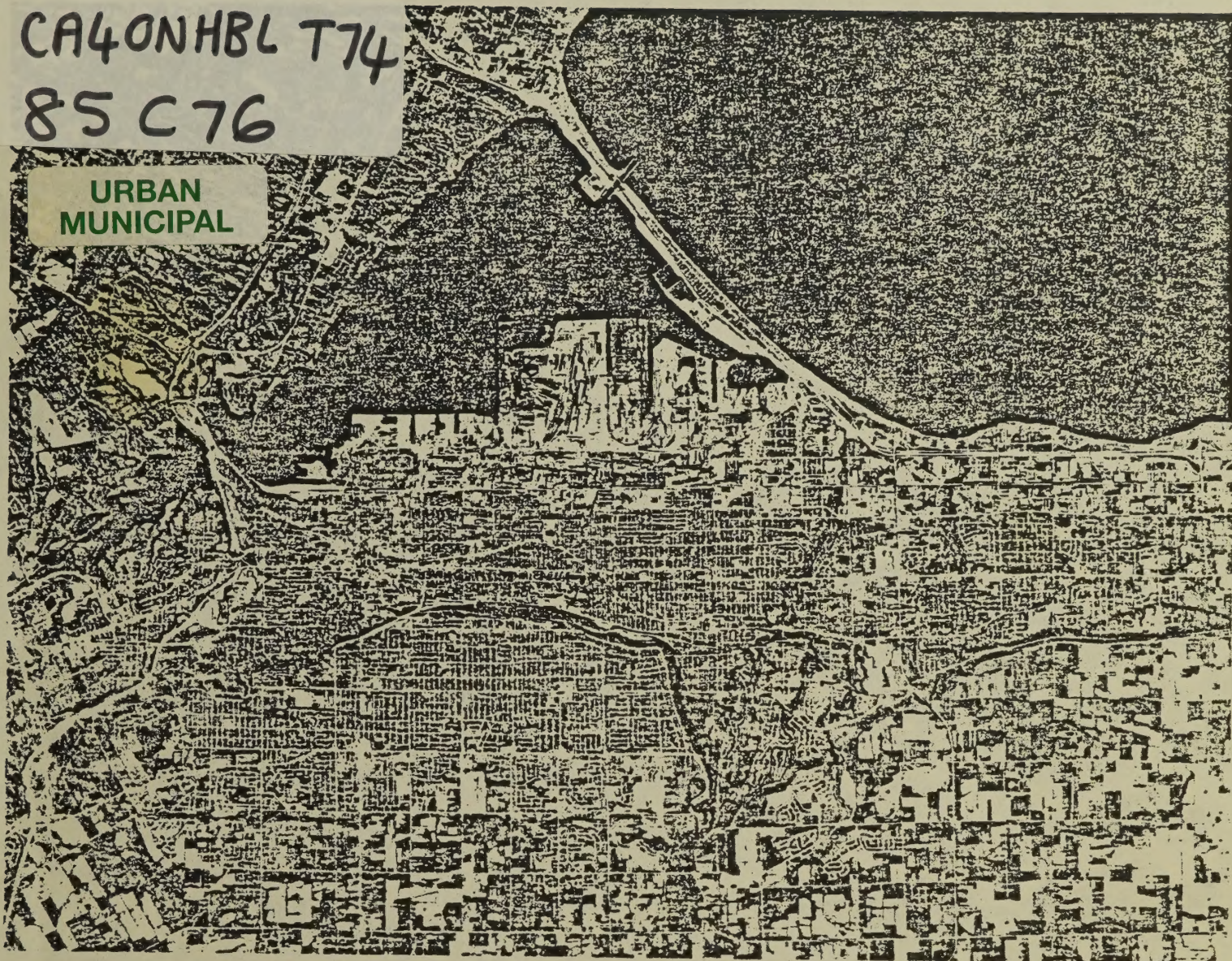


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CULTURE AND RECREATION MASTER PLAN

CITY OF HAMILTON

du Toit Associates Ltd.



du Toit Associates Ltd.

Planning, Urban Design
Landscape Architecture

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May 27, 1985

The Chairman and Members
Parks and Recreation Committee
City of Hamilton
71 Main Street West
Hamilton, Ontario

Dear Sirs,

I am pleased to present the final report of the Culture and Recreation Master Plan. This report has been reviewed by the Steering Committee and the Resource Committee. The recommendations have also been reviewed by the public.

With the submission of this report and the presentation on May 30th we will have completed our work on this project. We are confident that the enthusiasm and commitment which the public and municipal representatives have demonstrated over the last eighteen months will assist the Parks and Recreation Committee during the implementation process.

We have enjoyed meeting and working with the citizens of Hamilton and are proud of the positive public participation and input throughout the master planning process.

Thank you for providing us with the opportunity to assist you in planning for the future delivery of cultural and recreational services in Hamilton.

Yours truly

John A. Stevenson

John A. Stevenson
Project Manager

CULTURE AND RECREATION MASTER PLAN CITY OF HAMILTON

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CITY OF HAMILTON
CULTURE AND RECREATION
MASTER PLAN

May 1985

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CULTURE AND RECREATION MASTER PLAN

STEERING COMMITTEE

A. Schimmel	Director of Culture & Recreation City of Hamilton
R. Sugden	Supervisor, Community Services Culture & Recreational Department City of Hamilton
Wm. Kriesel	Consultant Ministry of Tourism & Recreation
C. Korhonen	Executive Director Hamilton & Region Arts Council
J. Rapsavage	Hamilton Board of Education
R. Nutley	Director of Parks Division Department of Public Works City of Hamilton
D. Godley	Regional Planning & Development Department Regional Municipality of Hamilton-Wentworth
M. Anderson-Herrmann	Cultural Co-ordinator Department of Culture & Recreation City of Hamilton
Alderman B. Hinkley	City of Hamilton

RESOURCE COMMITTEE

all of the above

T. Ferguson	Leisure Services Advisory Committee City of Hamilton
J. Isbister	Hamilton Wentworth Creative Arts
Dr. M. Keyes	School of Physical Education & Athletics McMaster University
J. McAnanama	Chief Librarian Hamilton Public Library
E. Swanborough	Mohawk College of Applied Arts & Technology
R. Van Horne	School Trustee Hamilton Board of Education
J. Rumble	Ottawa Street Y.W.C.A.

Resource Committee (continued)

P. Hammond	Hamilton & Region Arts Council
R. Ellison	Assistant General Manager Hamilton Place
E. Geisel	Hamilton Squash Club
W. Parsons	
L. Sage	Chief Administrative Officer City of Hamilton
Alderman T. Murray	City of Hamilton
B. Curtis	Hamilton & District Association for the Mentally Retarded
R. Slater	Opera Hamilton
S. Bell	School Trustee Hamilton Board of Education
J. Tozzi	
M. Griffith	Artisans Guild
G. Cummings	Director Art Gallery
D. Penrose	

1. THE CITY OF HAMILTON CULTURE AND RECREATION MASTER PLAN

The field of municipal culture and recreation service delivery has undergone tremendous changes in recent years related to municipal financial constraints, changing client preferences and characteristics and the general increase both in amount of leisure time and participation in non-traditional leisure activities. Municipal culture and recreation departments are faced with a new set of conditions and the task of resolving daily concerns while trying to maintain long term planning.

Partly in response to pressures of this kind, the City of Hamilton embarked on the development of a Culture and Recreation Master Plan. For the City, municipal staff, elected officials and citizens the master plan process has provided an opportunity to assess their existing situation, to determine the most appropriate and feasible future direction and the best means of achieving these goals.

It is now time to make decisions about long term goals and objectives with the implications of these choices fully documented, discussed and understood.

The goals of this Master Plan, as set out in the Terms of Reference are:

- o To recommend policies and/or guidelines on the development of culture and recreation in the City of Hamilton.
- o To recommend policies and/or to assist the community, its agencies and its decision makers in short and long term planning of recreational and cultural activities.
- o To ensure more efficient and effective use of existing cultural and recreational facilities, programs and services.
- o To identify and to establish priorities relating to the needs for culture and recreation, open space, facilities, programs and services.
- o To assist decision makers in allocating and distributing funds equitably.
- o To identify and address unnecessary duplication and/or possible gaps in programs, use of facilities and services for culture and recreation purposes.

To accomplish these goals, the Master Plan will:

- o Be economically feasible and will address the realistic constraints of both operating and capital budgets.
- o Be aware of all rulings and regulations protecting natural/historical resources.
- o Be aware of cultural demographics and be sensitive to ethnic orientations.
- o Respect any existing legislation which has an impact upon the scope of the study.
- o Be utilized by everyone in the cultural and recreational sector. It is important to ensure input from all community, cultural and recreational agencies and organizations during both the study and implementation.
- o Identify present public and private recreational facilities, programs and services.
- o Identify present and future community cultural and recreational needs.
- o Examine the role of the public and private sector in the overall scope of culture and recreation.
- o Examine and evaluate current rental rates and user fees for cultural and recreational services, particularly with respect to direct and indirect funding, and make recommendations regarding future rates and fees.
- o Establish priorities in financial allocations upon identification of community cultural and recreational needs.
- o Recommend policies on cultural and recreational services currently available, and those that might be offered in the future.
- o Recommend policies on format, design, and implementation with respect to marketing of present and future cultural and recreational facilities, programs and services.
- o Recommend policies on the access to funding for the cultural and recreational community.
- o Recommend policies on the accountability of funding for the culture and recreational community.
- o Make recommendations on multi-purpose use of public and private cultural and recreational facilities and resources.
- o Make recommendations on the physical accessibility of cultural and recreational facilities to the citizens of Hamilton.

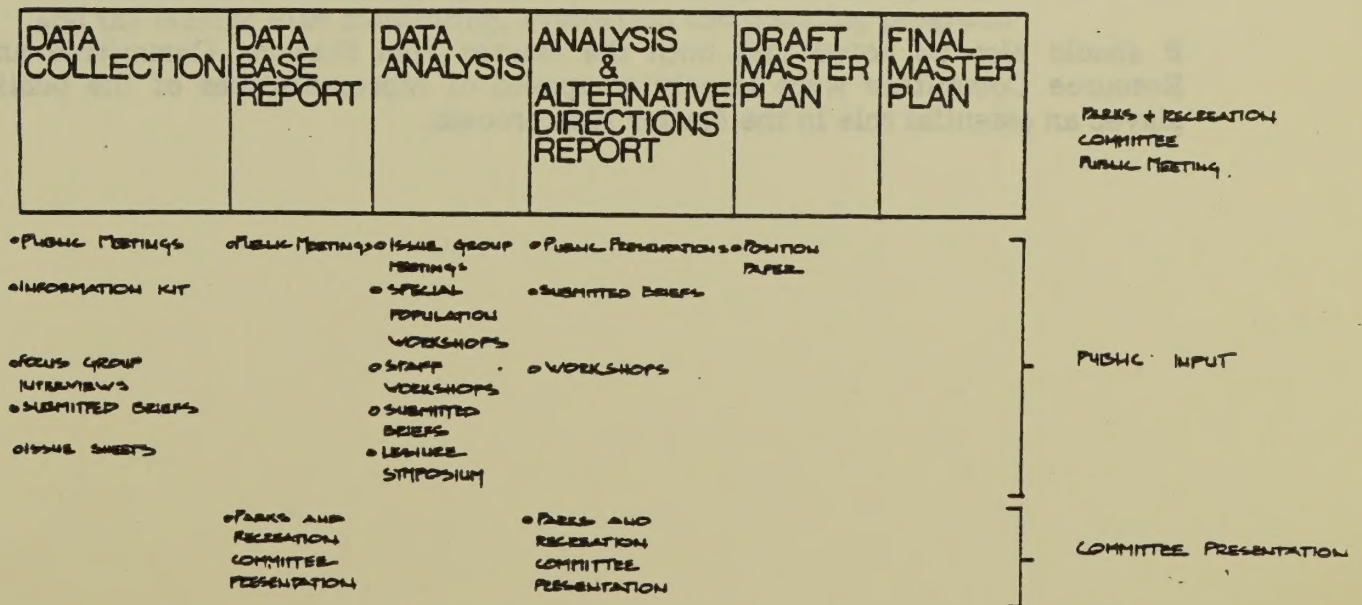
Upon completion, the Master Plan will:

- o Act as a resource for the City and community in defining the role of the Department of Culture and Recreation over the next 10 year period.
- o Identify special relationships between civic and regional departments and/or boards, and recommend future relationships in space, facilities, programs and services.
- o Identify existing relationships between the public and private sector and recommend future relationships in the provision and development of cultural and recreational open space, facilities, programs and services.
- o Assist Council to formulate resolutions and by-laws which will commit municipal authorities to the principles and recommendations of the Plan.
- o Assist and guide the activities of all community groups, private agencies and others involved in the provision of cultural and recreational services.

2. THE MASTER PLAN STUDY PROCESS

Figure 1 illustrates the planning process employed to prepare the Master Plan. Research activities are categorized into a logical sequence of study phases and the public participation programme is identified. The products of the Master Plan process are also highlighted. The process involved extensive discussions with municipal staff, politicians and the public. This input has been an invaluable assistance in the preparation of this plan.

Figure 1:
The Master Plan Process



3. PUBLIC PARTICIPATION

The public participation program identified in Figure 1 was a critical aspect of the overall study.

The public involvement program was designed to accomplish the following objectives:

- o To provide the community with information with respect to cultural and recreational programs as well as the overall intent of the study.
- o To educate the community with information with respect to cultural and recreational programs and the unique role and responsibility of the community.
- o To involve the community in issue identification and decision making regarding the future of cultural and recreational programs in the City.
- o To create an atmosphere of commitment to accomplishing the goals and objectives which will be described in the Culture and Recreation Master Plan.

To accomplish these objectives, a range of public participation methods have been employed. The program consisted of:

- o General Public Meetings
- o Presentations to Committees, Groups and Agencies
- o Focus Group Interviews
- o Submitted Briefs
- o Public Information and Response Kit
- o Issue Analysis Sheets
- o Issue Meetings
- o Special Population Workshops
- o Staff Workshops
- o Leisure Symposium
- o Public Response to Analysis and Alternative Directives Report
- o Position Paper.

It should also be noted that both the Master Plan Steering Committee and the Resource Committee were largely composed of representatives of the public and played an essential role in the Master Plan process.

4. STUDY PRODUCTS

The Master Plan process has produced six reports. Each text represents a logical step in the planning process of research, analysis and recommendations. The five reports are:

- o Data Base Report
- o The Public Participation Program Report
- o Facility Accessibility Report
- o Analyses and Alternative Directions Report
- o The Master Plan Position Paper
- o The Culture and Recreation Master Plan

Reference should be made to each of these reports for the background to the recommendations presented in this Master Plan.

5. ORGANIZATION OF THE REPORT

The Master Plan Report is organized into four parts as follows:

- o Introduction
- o Planning Context and Framework
- o Recommendations
- o Implementation Schedule

Part I introduces the goals of the Master Plan process, explains the Master Plan process employed in the preparation of this document and identifies the six products of the process. Part II presents an overview description of the planning context and the framework for the recommendations. Reference should be made to the Data Base Report, The Public Participation Program Report and the Analyses and Alternative Directions Report for more detailed analysis of the planning context and the issues. Part III presents the recommendations. Part IV presents the implementation plan, cost estimates and the Master Plan monitoring, evaluation and updating program.

PART II

PLANNING CONTEXT AND FRAMEWORK





PART II PLANNING CONTEXT AND FRAMEWORK

1 PLANNING CONTEXT

1.1 Socio-Economic Profile

The City's population is approximately 306,500 (Statistics Canada, 1981) which represents a 2% decline from the 1976 population. Population projections estimate that the population of the City may remain stable or tend to decline to the year 2001.

The City's population is aging. In 1981 nearly 12% of Hamilton's population was 65 years of age. This proportion will continue to increase. Public school enrolment dropped dramatically between the years 1970 and 1982 both at the elementary and secondary school levels.

The single ethnic group of significant size is the Italian population, however the number of new immigrants moving to Hamilton has declined sharply.

1.2 Ward Characteristics

The population of Hamilton is fairly evenly distributed between the eight wards.

Over 60% of the elderly population lives in the north end of the City, with the highest concentration living in Ward 2.

The largest proportion of the Italian community live in Ward 3, in the north end of the City between Wellington Street and Ottawa Street.

The wards in which the average family income is below the City's average of \$25,202 are Wards 2, 3 and 4 in the north end of the City.

Ward 4 had the highest incidence of vandalism in 1983, with 13 reported incidents to municipal leisure facilities and damage estimated at \$26,524.

Ward 6, in the east sector of the Mountain is the least represented in terms of public and community leisure facilities.

1.3 Cultural and Recreation Trends

1.3.1 Erosion of the Work Ethic and Emerging of a Leisure Ethic

Changing concepts and lifestyles which became apparent in the late 1960's reflected the beginnings of the basic erosion of the work ethic. Recognition of the fact that the individual no longer could ensure satisfaction through work alone - that satisfying leisure experiences were essential for a full life - led to the adoption of new leisure oriented life style by significant sectors of the population. This adherence to a leisure ethic, motivated by the desire to achieve the greatest possible enjoyment of life was supported by the increasing affluence of Canadian workers.

This emphasis on leisure pursuits has resulted in essential changes in personal, social and community priorities. This fundamental alteration of public attitudes provides the basis on which the goals and objectives of modern municipal leisure services must be founded in order to respond effectively to the needs of the community. It foretells a substantial increase in demand for leisure services and indicates a public willingness to support them.

1.3.2 Changing Patterns of the Work Day and Work Week

It is safe to predict that pressure will increase to provide workers with leisure at times when it best suits their needs. Changing work time patterns make it possible for people to enjoy popular leisure facilities during the week when they are not over utilized by week-enders. The implication for municipal leisure service management is that these changing work time patterns as they continue to spread through the Hamilton work force, will require that planning for leisure resources and services be based on concepts of use different from those of the past. The end result will be to allow more individuals to take advantage of leisure resources and programs.

1.3.3 Growth of the Arts as Leisure Resources

The decade of the 70's was a period of growth in the arts. More people than ever before saw live theatre and supported local and regional theatre groups and facilities. As a result of this major expansion, leadership and support from the municipalities will be required in the future for arts services. It will be essential to ensure the fullest opportunities for those who seek expression through their arts as well as those who seek to satisfy leisure needs through the enjoyment of performances and exhibitions. The role of the public agency will be that of facilitator not necessarily through agency sponsorship but through its essential roles of stimulation, facilitation and co-ordination. The arts community will place increasing demands on the municipality for co-ordination, funding and support services.

1.3.4 Increased Focus on Disabled People

Recent years have brought new and more activist attitudes on the part of disabled individuals and their advocates who seek to ensure that the needs of the handicapped are not overlooked. Legislation has been enacted and other initiatives undertaken to eliminate architectural barriers to make resources, including leisure facilities, accessible, to establish equal opportunities for the satisfaction of leisure needs and to integrate the disabled into regular programs and services. Philosophies and policies have evolved governing the de-institutionalization of disabled individuals and their establishment in community settings. The municipal leisure service agency will be required to recognize the needs of the disabled of all ages and provide for the fullest possible satisfaction of the leisure needs in appropriate settings.

1.3.5 Growing Demand for Effective Services to the Elderly

The percentage of elderly in the population is growing at an accelerating rate. An increasing number of those over 65 are also experiencing the full leisure of retirement or at least a sizable block of leisure while pursuing part-time occupations to increase income or provide for other individual needs. Life spans have lengthened appreciably over the past several decades promising a greater period of potential full leisure for many individuals. The growing number and changing status of the elderly in our population have important implications for municipal leisure services management.

Because of their increasing numbers and improved vitality elderly are becoming a potent political force in our society and leisure services managers can anticipate stronger pressures for programs and facilities geared to their needs.

A more fundamental implication is that the need to serve the aged population may lead the municipal leisure service agency into broader functions and concerns. The provision of leisure opportunities may be accompanied by the need to stimulate and co-ordinate services in such areas as transportation, health, nutrition and assistance to the homebound. The likely outcome is that the municipal leisure services agency may begin to serve as a prime multi-service resource for elderly citizens and eventually for others in the community as well.

1.3.6 Recognition of the Importance of Leisure Education and Counselling

The increased availability of leisure and the greater value placed on it have not necessarily contributed to the ability of the Hamilton public to use it effectively or to derive full satisfaction from it. There is an inability of people to benefit from their leisure. This leisure illiteracy in some instances has deprived many of other opportunities to enjoy a wide variety of leisure experiences. The municipal leisure services agency must address the fact that the mere availability of leisure for citizens of all ages does not guarantee its value to the individual or leisure for citizens of all ages does not guarantee its value to the individual or society. The agency will have the responsibility in its recommended role as a stimulator and co-ordinator to facilitate systematic leisure education in the schools and to provide related community services ensuring that individuals have the ability to make wise choices of leisure activities. To this end a high priority would be a stimulation of professional leisure counselling in schools and other community agencies, in business corporations and in the municipal leisure services agency itself.

1.3.7 Increased Competition for the Tax Dollar

Decreasing provincial fiscal support of municipal government has severely limited the ability of municipalities to pay for essential services. The result has been increased competition among municipal government agencies for a share of available tax dollars. The municipal leisure agency could be left short of the amount it requires to fulfill its mission.

The implication for municipal leisure service management is that the competition for available municipal tax funds will first of all place a much higher value on accountability. It will be required to provide sound justification for every item of proposed budgeted expenditure, guarantee the fiscal support indicated for project expenditures, provide reliable projections of revenues to be produced from fees, protect against possible duplication of services and facilities available from other community resources and evaluate programs and services to establish the real, rather than assumed, value to the individual and community.

Secondly, every possible innovation will need to be developed, to ensure income and other assets from sources other than local taxes to supplement the tax supported functions of the agency and provide for the development and expansion of services and resources essential to serving the leisure needs of the citizens.

Leisure service management will need to implement new and changing strategies of community co-ordination and physical development and to make maximum use of provincial and federal funding and technical assistance through the use of dependable information sources and careful preparation of effective proposals designed to produce the support available.

1.3.8 Emergence of New Materials and Technology

The past decade has seen the emergence of new materials and new technology that can expand the horizons of leisure services and improve the quality of facilities and maintenance and allow more efficient management and control of facilities and services.

Municipal leisure service agency personnel must keep abreast of developments in materials and technologies that can open new vistas for facility and program improvement as well as contribute to management efficiency. The importance of keeping up to date cannot be overstated if new opportunities in this field are to materialize in the future.

1.3.9 Growing Involvement of Citizens

Citizens have an important and an increasingly recognized role in shaping local services including leisure services. Citizens have begun to recognize their own responsibility and effectiveness in moulding the kinds of services needed in the municipalities. Thus, individuals in the community are not only the constituency of the municipal leisure service agency but co-operators as well.

Those involved in municipal leisure services management must recognize the value of functioning on the premise that citizen needs can be better met if citizens themselves are involved in the planning process. Further, citizens serving voluntarily in various capacities must become knowledgeable proponents of programs, budgets, masterplans etc. to ensure general community support.

The probability of success for implementation of agency initiatives is increased when citizens have participated in their development. The result is the enhancement of the agency's public image.

The many community associations, clubs, groups and the general public in Hamilton will demand increased Department participation in specific activities.

- o co-ordination of information, activities and resources
- o community development
- o provision of expertise, guidance, training and counselling
- o provision of services to special population groups.

2. MASTER PLAN FRAMEWORK

2.1 Introduction

The Master Plan Report presents a number of recommendations concerning the future planning and provision of culture and recreation services within the City of Hamilton. A great amount of research and analysis has gone into the development of these recommendations. The five previous reports which led to this Master Plan Report should be consulted to fully understand and appreciate the basis of the recommendations.

The following presents an overview description of the framework for the recommendations.

2.2 The Master Plan Framework

The declining population within the City will reduce the requirement to develop new programs, facilities and parks in response to population growth. Rather, the emphasis in the future should be on addressing existing culture and recreation service gaps, maintaining and improving existing parkland and facilities, improving and broadening the range of programs available to participate in, and the anticipation and resolution of emerging demands and requirements which may be associated with changing population characteristics and activity participation preferences.

These objectives can only be achieved through the establishment and the implementation of a comprehensive planning process for the delivery of culture and recreation services.

It should be noted that while the population of the City is not presently growing, three related factors must be carefully monitored and addressed in the future. These are: population shifts within existing neighbourhoods; the potential long term residential development of the area above the Escarpment; and the existence of service provision gaps in existing municipal neighbourhoods.

The regular and systematic monitoring of population growth patterns will indicate the required staging of the development of additional facilities within existing neighbourhoods or the provision of new facilities in developing neighbourhoods. Hence long range capital planning (20 years) should include provisions for facility upgrading, additions and renovations in those areas based on population growth. With regard to areas which are presently underserved, Ward 6 in the south east sector of the Mountain, being the area with the greatest deficiency, it is recommended that any proposed new municipal recreation facility development, should review the location of the proposed facility and that neighbourhood's present supply of facilities before establishing the final location. If appropriate, new development should address existing service short-falls. Obviously, while this may not always be feasible when developing new facilities, consideration should be given to how the provision of that facility may offset existing service deficiencies.

It will also be important in the future, to increase the provision of and support of cultural and recreational services directed to the growing proportion of adult and elderly population groups within the City. Special population groups, such as the disabled, should also receive greater attention in the future.

The recommendations presented in this report anticipate the effect of such changes as well as address issues which have been identified during the planning process. The recommendations do not regard the identified issues as problems so much as specific opportunities for improvement. As a result, the Master Plan is oriented to building upon the strengths and the potential for development and improvement which exists within the Department of Culture and Recreation, the municipal government in general and the community.

As has been stated, demographic changes in the composition of the City's population and the corresponding changes in cultural and recreational activity preferences and requirements emphasize the need for effective planning of culture and recreational service provision. This requirement is made all the more important when one considers the large number of groups and individuals who are active within the cultural and recreational community in Hamilton and the potential for duplication and overlap of service provision.

During the course of the preparation of this Master Plan, it became apparent that the most important priority for the future planning and provision of cultural and recreational services in the City, was the need to establish and implement a revised and improved service delivery system which would ensure the development of a comprehensive planning process for service delivery based on community involvement. The most important area for improvement is the need to clarify the municipal mandate, goals and objectives for cultural and recreational service planning and provision.

Related to this priority is the need for the Municipality to incorporate and ensure greater citizen participation and input into the planning, provision and decision making activities. For this to happen, important changes in philosophy and policy must occur within the Municipality and the Department of Culture and Recreation in particular. The Department of Culture and Recreation must respond to the challenges of the future and prepare itself for the important role it will play in the service delivery system. The Municipality should ensure that the Department is supported in this role through the provision of adequate financial and staffing resources.

A large number of citizens and municipal representatives have been involved in the master planning process and their continued involvement in the planning and provision of cultural and recreational services for the residents of the City is essential. This is Hamilton's greatest strength. However, to be successful and meaningful, this involvement must be co-ordinated and directed to common goals. It must be based on common expectations and a clear understanding of respective roles and responsibilities.

The first step toward the future, is the development of a philosophical approach to the delivery of cultural and recreational services. Respective roles and responsibilities for the various components of the delivery system can then be established.

The recommended future philosophical approach involves a greater emphasis on community participation in the provision of programs and services and a greater supportive and facilitative role on the part of the Department to encourage these community activities. This means that the community must become more involved in the planning and decision making process.

Finally, it must be stressed that the planning process does not end with the presentation of the Master Plan Report. The City and its residents will be involved in the implementation of these recommendations as well as updating, monitoring and evaluation activities.

There is tremendous potential for the future planning and provision of cultural and recreational services within the City of Hamilton. The combined energies of the Municipality and its citizens directed towards common goals can certainly be expected to respond to the challenges of the future and thereby dramatically improve the quality of life for all of the City's residents.

PART III MASTER PLAN RECOMMENDATIONS

PART III: RECOMMENDATIONS

INTRODUCTION

This part of the Master Plan Report presents the recommendations for the future planning and provision of cultural and recreational services in the City of Hamilton. Many of the recommendations focus on organizational and process related topics. This emphasis reflects the paramount importance of establishing a revised and improved service delivery system based on a planning process.

The recommendations are presented in the following order:

Section I: The Future Service Delivery System

Section II: Open Space/Parkland

Section III: Future Cultural and Recreational Facility Provision

Part IV of the Master Plan Report sets out an implementation schedule and process for these recommendations.

SECTION 1: THE FUTURE SERVICE DELIVERY SYSTEM

A. A REVISED AND IMPROVED FUTURE CULTURAL/RECREATIONAL SERVICE DELIVERY SYSTEM

1. THE MUNICIPAL ROLE

The Corporation of the City of Hamilton should assist in the establishment and implementation of a revised and improved service delivery system for cultural and recreational services within the City of Hamilton.

2. PRINCIPLES

The revised and improved service delivery system should be organized to;

- o maximize the effectiveness of the entire system incorporating municipal, community and private sector components,
- o strengthen the existing and potential activities of the community and volunteer sectors,
- o emphasize the importance of co-ordination and co-operation in the planning for and provision of cultural and recreational services within the city,
- o ensure that planning for service delivery occurs in a comprehensive and continual manner and is based upon the involvement of the City's residents in the decision making process.

B. THE FUTURE MUNICIPAL ROLE IN CULTURAL/RECREATIONAL SERVICE DELIVERY

1. PHILOSOPHICAL ORIENTATION

The establishment of the Department of Culture and Recreation's philosophical orientation, goals and objectives represents the basis from which subsequent recommendations are developed.

1.1 The Department Should Adopt a Facilitative and Supportive Role

The present operational philosophy of the Department of Culture and Recreation should evolve to focus increasing attention on facilitating, enabling, co-ordination and support.

1.2 Commitment to Community Participation and Development

This evolution should embody and acknowledge the increasingly important interrelationship between the Department of Culture and Recreation and the community. This interrelationship should be based upon a commitment to the principles of community participation development, co-ordination and co-operation.

1.3 Priority of Service Provision

In the future the Department should:

- o Annually evaluate goals, objectives, roles and services
- o Respond to unmet community demands by:
 - providing support to encourage existing community organizations and agencies to respond to needs,
 - determine the availability of the commercial, private sector to respond,
 - if these are not feasible, provide an opportunity to meet the need until an existing agency/group/organization has developed the capacity to respond,
 - provide community program development advice and support.

The direct provision of programs should continue to be the basis of the Department's purpose. However, the degree of involvement in direct provision should, in the future, be dependent upon the support and participation of volunteers and community groups.

1.4 Implementing the Evolution

1.4.1 Action Plan/Strategy

The recommended evolution of the Department's philosophical orientation should be gradually implemented over the next five years. The Department of Culture and Recreation should immediately (Summer 1985) develop an action plan strategy to direct and guide the implementation of the recommended evolution.

The Department should seek input from various community groups in the development of this strategy.

The action plan strategy should;

- o establish the facilitation process, identify staff roles, and responsibilities.
- o establish which program participants now being served are capable of accepting a transfer of roles and responsibilities.
- o identify priority program areas for pilot projects.
- o establish staff training requirements and training program.
- o establish monitoring and evaluation techniques and process.
- o establish a budget allocation for implementation.

1.4.2 Once the implementation strategy has been developed the Department should;

- o begin the staff training process.
- o consult with priority pilot project participants to prepare for implementation.

The pilot projects should be undertaken during the winter program season of 1985-1986.

1.4.3 Subsequently, during the Spring of 1986, the Department should evaluate the success of the pilot projects. Revisions should be made to the implementation strategy as appropriate and the next phase of the implementation process should be undertaken during Fall/Winter 1986.

1.5 Supervision, Counselling, Training

In the immediate short term (1985-1986) of the recommended evolution, the Department should ensure that community groups are provided with appropriate supervision, counselling and training.

1.6 Staff Roles/Training

Certain Department staff roles will evolve to focus increasingly attention on technical assistance, support, development and co-ordination. To assist in the re-orientation, a staff professional development and training program should be developed. (See point 1.4.1).

1.7 Co-sponsorship/Joint Development

As part of the development of the implementation strategies, the Department should increasingly explore opportunities for co-sponsorship and joint development with other community groups and agencies within the City.

1.8 Public Involvement - Planning and Provision

The community, both groups and individuals, should become increasingly involved in the planning and provision of cultural and recreational services. The Department of Culture and Recreation should facilitate this involvement.

1.9 Public Involvement - Decision Making

The community, both groups and individuals, should become increasingly involved in the decision making process, policy development and implementation at the Committee level. The Department of Culture and Recreation and the Parks and Recreation Committee should facilitate this involvement.

1.10 Services for Special Populations

In the future, the Department should focus increasing attention on the service requirements of the special population groups; in particular the disabled and the elderly.

1.11 Review Department Name

The title of the Department should be reviewed and revised to more accurately reflect its mandate. This should occur after the development of the Municipal Arts Policy.

2. THE DEPARTMENT'S POTENTIAL LONG TERM EVOLUTION

2.1 Human/Community Services

Over the long term (20 years) and assuming that the community and municipal administration favour the proposal, the Department may be assigned additional responsibilities for human/community services functions. This may require broader staffing with an emphasis on personnel trained and experienced in human services related to the broader needs of the community. It may also mean more involvement/co-ordination with other related human services, for example Regional and Provincial social services.

3. FUTURE DEPARTMENT GOALS

3.1 Development of Goals and Objectives

The City of Hamilton and the Department of Culture and Recreation should base decisions and strategies concerning the planning and provision of municipal cultural and recreational services on an integrated set of goals and objectives.

3.1.1 The Department of Culture and Recreation should develop a comprehensive set of goals and objectives for consistent Department-wide service delivery.

3.1.2 The development of future Departmental goals and objectives should be consistent with emerging local, regional, provincial and national trends.

3.1.3 The City's residents should be involved in the establishment, review and evaluation of the Department's goals and objectives.

3.1.4 Measurement criteria should be developed which will allow the Department to systematically evaluate the relative achievement of the goals and objectives as well as to assess their validity over time.

3.1.5 The Department should develop an implementation strategy for its goals and objectives which involves community participation and consultation.

3.1.6 The Department should establish policies to support identified goals to allow staff to pursue these goals.

3.2 Principles

In the future, Departmental goals should reflect the following principles:

- o assist groups to become self-sufficient,
- o ensure consistency in recruiting, training and working with volunteers,
- o emphasize co-ordination and community development.

3.3 Short Term Goals

We recommend the following be considered as the Department's goals for the short term (5 year) period:

- (a) to improve the quality of life in the City of Hamilton through the provision of cultural and recreational services,
- (b) to assist community agencies and organizations in the provision of cultural and recreational services,
- (c) to plan for service delivery in a comprehensive and continual manner based upon community participation and input.

- (d) to promote culture and recreation and cultural and recreational resources in the City of Hamilton,
- (e) to provide for the individual's right to access to all municipal cultural and recreational facilities and services and to advocate access to other cultural and recreational facilities and services in the City,
- (f) to co-ordinate the effective and efficient utilization of existing cultural and recreational resources in the City,
- (g) to develop and support the role of volunteers in the cultural and recreational service delivery system.

3.4 Objectives

The Department should develop objectives and strategies to meet stated goals. Objectives should become the principles of the Department's operations. The Department should evaluate its objectives on a regular basis as well as the Department's performance in achieving them.

C. THE DEPARTMENT'S CULTURAL MANDATE

1. MUNICIPAL CULTURAL MANDATE TO BE DEFINED

The Municipality's and the Department's mandate and role with regard to arts and heritage should be defined.

2. DEFINITIONS

For the purposes of this Master Plan, the focus will be on arts and heritage as components of culture.

Culture will be regarded as "a state of civilization" (1.) its conventions and customs, and thereby embraces both arts and heritage.

The arts collectively may be defined as those activities and works which reflect the creative experience. Such creativity may be expressed as an individual or as part of a group but it is essential that the imagination of participant and audience be challenged.

"Arts includes but is not limited to: music, dance, drama, folk art, creative writing, architecture and allied fields, painting, sculpture, photography, graphic and craft art, industrial design, costume and fashion design, motion picture, television, radio, tape and sound recording, the arts related to presentation, form, execution and exhibition ... and the study and application of the arts to the human environment." (2.)

Heritage may be seen as property or tradition that is or can be inherited or derived from one's ancestors or the past.

3. FUNDAMENTAL PRINCIPLES

The future role of the Department in arts and heritage should be based on the following principles:

- o That the arts and heritage are essential components of leisure within the City of Hamilton.
- o That the arts and heritage will continue to increase in importance in the City of Hamilton in both the short and long term future.
- o That the contribution of the services which the existing community based heritage and arts groups and associations provide should be formally recognized and reinforced.

(1.) Webster's Dictionary definition.

(2.) Public Law #209 of the 89th United States Congress establishing the National Foundation for the Endowment of the Arts and Humanities, Section 3b.

- o That any new or additional Department activities within the context of culture: heritage and the arts should be consistent with the Department's philosophical orientation and goals.
- o That any policy development or implementation plan concerning the municipality's activities into the heritage and arts service area should be the result of a comprehensive public participation process.

4. THE MUNICIPAL ARTS MANDATE

4.1 Municipal Arts Policy

The first priority for the planning and provision of municipal arts services is to define the appropriate municipal arts mandate and to develop a policy statement of related goals, objectives and strategies.

- 4.1.1 This policy statement and related goals, objectives and strategies should reflect the basic principles outlined in 3. above.
- 4.1.2 The municipal arts mandate and related policy should be developed through a joint planning process which involves the municipality and the arts community.
- 4.1.3 The purpose of this joint planning process should be the development of a policy document - the Municipal Arts Policy. The purpose of the Municipal Arts Policy is to provide specific guidelines for the provision of and support to arts activities, facilities and services to the residents of Hamilton.

4.2 Municipal Arts Policy - Aims

The Municipal Arts Policy for the City of Hamilton should have a series of interrelated aims. Among these are:

- o To ensure and foster an environment within which a variety of high quality arts activities will flourish and be accessible to residents.
- o To encourage the development of new, innovative arts activities.
- o To maximize the available resources.
- o To assist in the co-ordination and development of leadership in the administration of the arts.
- o To define specific roles, responsibilities and relationships.
- o To determine the appropriate responsibility for financial support required for arts activities and services and to identify mechanisms for continued support of the arts by the city, organizations and individuals.
- o To provide recommendations for the efficient use of municipally owned buildings and other facilities for artistic activities.

- o To stimulate and promote interest in and the opportunity to participate in arts at the community level.

4.3 Municipal Arts Policy Sub-Committee/Task Force

4.3.1 The development of the Municipal Arts Policy for the City of Hamilton should be the designated responsibility of an Arts Policy Sub-Committee of the Parks and Recreation Committee. The arts community within Hamilton should have direct access and input into the development of the Municipal Arts Policy. This sub-committee should exist for the period of time taken to develop the policy.

4.3.2 The Municipal Arts Policy Sub-committee should be structured in the form of a task force comprised of representatives of the arts community in Hamilton (both groups and individuals) and representatives from educational institutions, the Corporation of the City of Hamilton and the Region of Hamilton-Wentworth.

4.4 Process (see Figure 5)

It is recommended that the Parks and Recreation Committee and the Parks and Recreation Citizens' Advisory Sub-Committee prepare comprehensive terms of reference for the Task Force and the policy. Once the terms of reference are agreed upon a process should be developed outlining the logical sequence of steps to be taken in developing the policy and identifying the opportunities for community input.

- 4.4.1 The Task Force should not be regarded as the only vehicle for input. Community input should also include:
- o interviews with arts groups and individuals
 - o workshops
 - o public forums and discussion
 - o review of draft policy statements

4.5 Municipal Arts Policy - Components and Fundamental Principles

4.5.1 Components

The Municipal Arts Policy for the City of Hamilton should include:

- o The development of a philosophical statement of the intention of the City of Hamilton regarding the arts.
- o A statement of the scope of the policy.
- o A statement of fundamental principles.
- o A statement of goals and objectives.
- o A series of policy recommendations concerning; the role of the City, financial support for professional and avocational arts groups and individuals, service support, administrative structure, provision of programs and provision of facilities, volunteer recruitment, training and development, audience development and arts education.

- o Priority development plans.
- o An implementation plan and procedures for the policy.

4.5.2 Principles

Similar to municipal policies in other areas, Hamilton's Arts Policy should be based on a number of fundamental principles.

While the development of these fundamental principles should be a responsibility of the Arts Policy Task Force, the following are offered as a recommended starting point for discussion:

- o The integral role of the arts as an essential component of community life.

The first and foremost principal on which the City's policy should be based is that the arts have an integral role to play in the development of the City in general and in the lifestyles of its citizens in particular. The arts have a significant impact on the economic, political, social, educational and environmental development of the City. Basic improvements in the position and status of the arts within the City will result in a better quality of life in the City. Conversely deterioration of the position and status of the arts will have a negative effect.

- o The continued support and commitment of the City Council toward the arts in Hamilton.

There should be adequate levels of public and private support for the Arts. Support may take two forms. It may be financial assistance such as grants or it may take the form of non-financial assistance such as services or income in kind. Examples include: use of facilities on a free or nominal basis, provision of instructors, consultants and resource people, information and co-ordination of activities, publicity, promotion, mailings and printing. Both types of support should be included in the calculation of total support.

- o That there will be a shared responsibility for the future growth and development of the arts in Hamilton between the community and the City.

Many individuals, agencies and institutions must co-operate in the realization of this principle. Without a strong commitment to the spirit of mutual trust and co-operation, the arts in Hamilton will not realize its potential. Many individuals and groups must contribute fully to the development of the arts through co-ordination and sharing of the resources at their disposal.

Sharing responsibility for the development of the arts in Hamilton is not limited to institutions and individuals within the City. Many individuals and institutions located outside the City, particularly Federal, Provincial and Regional governments, special agencies, corporations, foundations and service organizations have an important part to play in the development of arts within the City.

4.6 Municipal Arts Policy - Goals

Once these basic principles have been identified, specific goals and objectives which are needed to translate these principles into practice should be established. The following are recommended as a starting point for discussion:

- o To ensure that all citizens have adequate exposure and access to the arts in Hamilton.
- o To ensure that citizens participate in the development of the arts and the formulation and implementation of arts policies.
- o To encourage and stimulate greater public and private sector support for the arts.
- o To integrate the arts fully into all aspects of City planning and decision making, specifically the present Department of Culture and Recreation and the Parks and Recreation Committee.
- o To ensure adequate educational and training opportunities in the arts.
- o To improve and support the administration of the arts in Hamilton.
- o To encourage co-operation and sharing of resources within arts in Hamilton.
- o To preserve, promote and improve the integrity of the arts in the City.

4.7 Municipal Arts Funding/Grants

In order to assist and encourage arts organizations and citizens in fulfilling the aims of the City's Arts Policy, Council should support the development of the arts through a financial assistance program. All municipal financial support of arts organizations and artists should be determined according to (a) the policies set out in the Municipal Arts Policy and (b) consistent with Municipal Grants/Funding Policy. (See point F.1.)

4.8 The Department's Interim Arts Role and Responsibility

4.8.1 Community and Organizational Development

During the time period of the development of the Municipal Arts Policy, the Department of Culture and Recreation should assume responsibilities in the areas of community development and organizational development for the arts. The Department should focus on identifying and assisting in the effective utilization of community resources, helping to co-ordinate activities, promoting and ensuring opportunity and access to arts activities and offering assistance in volunteer recruitment, training and management. These actions should be directed to both professional and avocational organizations.

4.8.2 Municipal Arts Specialist (see Figure 5)

The Department should establish the position of Municipal Arts Specialist. This position should, at the outset, be a one year contract position. Once the Arts Policy is finalized the role and responsibilities of this position may evolve or be replaced.

The principal function of this position should be to facilitate the development of the Municipal Arts Policy.

Other recommended duties would include:

- o education liaison between arts community and municipal staff, politicians and the general public.
- o assisting the Department's input into the development of the Arts Policy.

The position should be staffed by an individual with demonstrated co-ordination and administrative skills and should reflect an awareness and involvement in the Hamilton arts community. A representative from the Municipal Arts Policy Task Force should be involved in the development of the job description and the selection of the individual to undertake this function.

4.8.3 Involvement in Municipal Arts Policy

The Department should be involved in the development of the Municipal Arts Policy. To facilitate its involvement, it should prepare an outline proposal of appropriate roles and types of assistance available.

5. HERITAGE SERVICES

5.1 Municipal Museum Services Re-organization

Municipal Museum operations should be reorganized within the existing/future structure of the Department of Culture and Recreation.

5.1.2 Museums Services Unit

The Department should establish a Museums Services Unit.

5.2. Museum Director

This unit should be managed by a senior staff position which could be designated Museum Director.

5.2.1 Museum Director - Qualifications, Roles and Responsibilities

This position should reflect professional expertise and experience in museum operations and be responsible for the overall management, operation and co-ordination of municipal museum services.

The Hamilton Historical Board should be consulted in the development of the job description for this position and the hiring.

5.2.2 The Museum Director should maintain on-going liaison and provide advisory services to the Hamilton Historical Board and the L.A.C.A.C.

5.2.3 The Museum Director position should report directly to the Director of the Department of Culture and Recreation.

5.3 Museum Services Operational Review/Long Range Plan

5.3.1 Upon establishing and filling this senior staff position, the Department should undertake a complete review of municipal museum operations. This review should be directed towards:

- o the establishment of goals/objectives and strategies for municipal museum services,

- o review/establish policies concerning:

- acquisition of collections
- disposal of collections
- conservation
- disaster planning
- research
- education
- extension
- personnel
- facility development
- program development and evaluation

- o establish the appropriate responsibility and support for the Hamilton/Scourge project,

- o establish a marketing and promotion strategy/plan,

- o establish appropriate liaison and co-ordination with Regional and independent museums within the City,

- o establish adequate staffing levels,

- o develop revised job descriptions for museum staff positions,

- o review salary levels in accordance with Canadian Museum Association standards.

5.3.2 This review and the development of the long range plan should be directed by the Museum Director. A working committee composed of representatives from among the following could also be involved in the review and planning process:

- o Chairman of the Parks & Recreation Committee (or nominee)

- o Chairman of the Parks and Recreation Citizens' Advisory Sub-Committee

- o Representative of The Hamilton Historical Board

- o Director of the Department of Culture and Recreation

- o The City's Chief Administrative Officer

5.3.3 Throughout the review and planning process the museum staff should be involved and consulted.

5.3.4 Hamilton Historical Board

As part of the review process, the future mandate, goals and objectives, role, responsibility, composition and tenure of the Hamilton Historical Board should be established.

We recommend that in the future that the role of the H.H.B. should be to co-ordinate and develop the relationship between the museums and the community.

It is also recommended that the Archival Department of the Hamilton Public Library Board should be represented on the Hamilton Historical Board.

5.3.5 Museums Technical Support Group

As part of the development of the museums long range plan, specific attention should be directed towards the creation of a museums technical support group. Staff should provide expertise in registration of collections, conservation and the design of exhibits. Staff should support the programs and activities of the four museums on a priority basis. Alternatively, the long range plan should examine the feasibility of providing these services at each of the individual museum sites.

5.3.6 Involvement in Hamilton-Wentworth Heritage Co-op

It is recommended that the Department redirect its involvement with the Hamilton-Wentworth Heritage Co-op to be compatible with the Department's municipal heritage mandate. It should continue to offer support to the Co-op and continue to be an active member. This involvement should be co-ordinated in the short term by the Museum Director. The longer term allocation of this responsibility should be established and identified through the development of the museum's plan.

5.3.7 Staff Position of Cultural Co-ordinator

As a result of these recommendations the present contract position of Cultural Co-ordinator should be eliminated. Aspects of its support function to the municipal museums should be assumed by the new Museum Director.

5.4 L.A.C.A.C.

The reporting function of the L.A.C.A.C. should be transferred from the Parks and Recreation Committee to the City's Planning and Development Committee.

5.4.1 The formal liaison between the L.A.C.A.C. and the Hamilton Historical Board should continue.

5.5 Architectural Historian

- 5.5.1 The position of Architectural Historian should be re-classified from a part-time to a full-time position status.
- 5.5.2 The position of Architectural Historian should be transferred from the Department of Culture and Recreation to the City's Planning and Development Department.
- 5.5.3 Subsequent to the development of internal working and reporting relationships, support staff for the L.A.C.A.C. and the Architectural Historian should be assessed within the context of the City's Planning and Development Department's priorities.

D. PLANNING, COMMUNITY DEVELOPMENT AND PARTICIPATION

1. DEVELOPMENT OF PLANNING PROCESS

In the immediate future it is recommended that an improved comprehensive planning process should be initiated within the present Department of Culture and Recreation.

1.1 The first step in establishing the planning process is the formulation of agreed upon statements of goals and objectives. The planning process should be directed towards translating these into strategies and to formulating implementation techniques and methods. (See point B.3.3).

1.2 The development of an improved planning process and function within the Department should ensure:

- o the establishment, implementation and periodic review of facility and parkland development and upgrading policies and priorities.
- o the establishment, implementation and periodic assessment of any programs instituted to improve the physical accessibility of facilities, and parkland.
- o the periodic review and updating of the master plan inventory of social-economic trends, leisure participation trends, facilities and open spaces to be used as a reference resource for the Department.
- o the major, post master plan (1990), community needs re-evaluation to identify specific changes in culture and recreation services planning and provision and their implications.
- o the development and periodic review of comprehensive Departmental policy statements concerning; user fees, joint use of facilities.
- o that all staff are informed of and understand relevant rulings, regulations and legislation.

2. PLANNING FUNCTION

Planning should be emphasized within all aspects of the Department of Culture and Recreation's activities.

2.1 Functional Responsibility

Planning should be identified as a major senior staff functional responsibility within the Department's organizational structure.

It is recommended that a specific senior staff position be allocated increased responsibility for directing and co-ordinating planning and policy development activities within the Department.

2.2 Department Staff

All Department staff should become active in assuming aspects of the planning function and should be properly trained in planning techniques and methods with regard to community development, public participation and leisure education and counselling in particular.

2.3 Liaison

Staff allocated responsibility for the planning function should maintain and improve liaison activities with the various municipal departments and other agencies within the City and surrounding communities active in culture and recreation service planning and provision.

3. COMMUNITY DEVELOPMENT

3.1 Define Methods and Techniques

The recommended future facilitative role of the Department will involve an emphasis on the activities of community development and participation. To successfully perform these functions the Department should develop and define methods of public participation and community development. These include; community workshops, questionnaires, surveys and evaluation techniques, joint planning teams, information sharing, focus group meetings, volunteer and organizational development.

3.1.1 A public participation and community development process should be developed which incorporates appropriate techniques.

3.1.2 Community development and public participation activities should be co-ordinated with Department activities in community relations, publicity and volunteer development, leisure education and counselling functions.

3.1.3 The transition to an emphasis on community development should begin with the strengthening of community groups already associated with the present Department of Culture and Recreation including Community Councils, Tennis Clubs, and sports organizations.

3.1.4 Department staff should work closely with these groups to determine the assistance and support necessary so that certain activities and programs which were previously offered by the Department can be gradually assumed by the community groups at a variety of facilities. At the same time the Department can play an active role in the creation of co-ordinating or umbrella groups within the areas of recreation, most notably the creation of Sport Federation/Council and a revised organizational structure for minor hockey (See points K4 and K5).

E. PROGRAMS

1. PHILOSOPHICAL ORIENTATION

1.1 The recommended evolution to a more facilitative and community development approach will shift emphasis for programming to the community after the provision of basic services. Department staff will have increasing responsibilities in planning, co-ordinating, assistance and support.

1.2. The Department should identify what services are required by the public and are not being provided. The Department should determine the most appropriate way to provide the service; through direct provision by the Department, community provision or a combination of the two.

1.3 Department staff should increasingly assist community groups in the areas of;

- o organizational training
- o co-ordination
- o information
- o financial support
- o referrals
- o technical expertise
- o evaluation

1.4 The Department should be particularly involved in support and evaluation of new community program initiatives, and innovative programming.

1.5 The Department should become more involved in the community through:

- o implementation of a shift in staff orientation and responsibilities
- o strengthening community groups already associated with Department (i.e. the community councils, tennis clubs and sports organizations).

1.6 Citizens' Advisory Sub-Committee and Restructured C.L.E.A.R.

Both the recommended Parks and Recreation Citizens' Advisory Sub-Committee (point G3) and the restructured C.L.E.A.R. Committee (point K2) should have input into the programming functions of the Department. Both Committees should assist in the identification of emerging community program participation patterns and preferences and the evaluation of current programs.

1.7 Adult Programming

The Hamilton Public Library's resources and facilities should be utilized in the provision or support of adult programs concerned with self-directed learning.

2.5 Support to Elite Amateur Sports

The current approach of the Department of Culture and Recreation to provide opportunities to the community at a recreational and instructional level and to support the development of elite amateur sport mainly through the provision of facilities for use should be revised to be consistent with the recommended philosophical orientation of the Department. Therefore, the Department should increase its support and assistance to elite amateur sports in the following ways:

- a) assistance in the establishment of a Sports Council/Federation,
- b) assistance in volunteer recruitment training and management,
- c) assistance in promotion and marketing,
- d) training of coaches, referees, etc.,
- e) improve the co-ordination of the community's use of facilities,
- f) introduce aspects of competition within the instructional and recreation sports programs to assist in skill development,
- g) the designation of a staff Sports Co-ordinator to work with sports organizations and to assist in the organization of amateur sport development within the City.
- h) use of existing facilities and sports fields for sports,
- i) training and organizational assistance including instruction clinics and liaison,
- j) upgrading of existing facilities equipment and maintenance based on a shared cost formula,
- k) provision of new facilities through co-sponsorship and joint development wherever possible,
- l) financial support determined according to the municipal grants policy (see point F.1)

2.6 Instruction

Quality instruction should be provided and supported by the Department.

3. LOCAL/CITY WIDE PROVISION OF PROGRAMS/FACILITIES

- 3.1 The Department should continue to provide basic opportunities at the local level and support community program initiatives where feasible.

3.2 City-Wide Provision

As more special interest activities are offered there may not exist enough demand in any particular neighbourhood to justify the activity. These special interest activities should be made available at the city-wide level.

3.3 City-Wide Membership

The Department should investigate the possibility of offering a choice of memberships to include a City-wide membership to allow use of all municipal facilities.

3.4 Day Passes/Local Memberships

Memberships to specific facilities as well as day passes should continue to be available for residents who are interested in opportunities at the local level at less cost.

4. TRADITIONAL/INNOVATIVE PROGRAMMING

4.1 Innovative - Traditional Programming

The Department of Culture and Recreation should ensure that both traditional and innovative programs are available.

4.2 Innovative Programming

Based on an evaluation of demand, the Department should allocate increasing attention to the provision and support of innovative programming (i.e. break-dancing). The priority for the Department should be in program areas experiencing a decline in interest or lack of interest.

4.3 Input to Innovative Programming

Ideas for innovative programming can be solicited from the community, staff, other municipalities, conferences and related journals. An exchange of ideas should be a continuous process on both an informal and formal basis so that improvements can be incorporated into existing programs at all times.

4.4 Innovative Programming Budget

A budget reserved for new and innovative programs should be established. In addition to financial support, staff should receive recognition for extra time spent planning innovative programs so that both the responsibilities and benefits are shared and staff are encouraged to introduce new services.

4.5 Special Populations

In the future the Department of Culture and Recreation should focus increased attention and offer innovative programs and services to special population groups, specifically:

- o the disabled
- o the elderly

4.6 Evaluation

Evaluation is essential to ensure that programming is responding to community requirements. Evaluation should be a continuing process involving both participant and non-participant. Various evaluation procedures are examined later in the section. (see Point 7.4)

5. PROGRAMMING DIRECTIONS

5.1 Recreation Centres

5.1.1 Future Department programming efforts and activities should focus on improving and developing:

- o arts program based on an improved Arts Policy
- o drop-in programs - for all ages
- o special interest programs

5.1.2 New program opportunities might be associated with an organized event such as a social hour following fitness classes.

5.1.3 Special event programming should concentrate on a few quality events.

5.1.4 There is a need to continually monitor the population characteristics in Hamilton and to redirect the programming emphasis appropriately. In the future, greater emphasis should be directed to programs for the adult, elderly and disabled populations.

5.1.5 More scheduling of the recreation centres should occur during the weekday mornings and weekend mornings and evenings. If the space is not being used for Department programs, the space should be made available to community groups.

5.1.6 Conditions of facility use for community groups should be publicized so that groups can take advantage of available opportunities.

5.2 Arenas

5.2.1 The organization of the Department sponsored minor hockey league is a model which should be encouraged in many other recreational activities. The initiative comes from the community to organize and provide the activity. The Department provides the facility and administrative assistance. In the future, further support from the Department is required in the area of volunteer recruitment, training, management, and recognition.

- 5.2.2 Traditional arena programs are oriented toward children and youths. The aging population means that the demand for minor hockey and other youth-oriented ice activities may not continue to be as strong because there will not be as many youths. As a result there is a need to plan for greater adult participation so that the arenas are not underutilized if minor hockey has fewer participants. Adults may be interested in fitness, acquiring new skills, family-related activities or opportunities for casual or organized sport.
- 5.2.3 Development of additional ice activities during non-prime time hours is required. At the present there is little variety in day programs. Non-prime time can be used to provide opportunities for people who are available during the day including shift workers, homemakers, disabled people, unemployed people and other adults.
- 5.2.4 The future objectives of the arena programs should be to provide a range of opportunities for the community. This can be accomplished through:
- o support of existing community organizations;
 - o planning for greater adult, elderly and disabled participation;
 - o development and promotion of public skating;
 - o development of programs during non-prime time periods.

5.3 Museums

- 5.3.1 In the future there should be a greater sharing of ideas and resources between the museum staff and the other Department staff.
- 5.3.2 Non-museum Department staff and museum staff should increase their awareness of their respective services, programs, and activities.
- 5.3.3 The Department should support the development of joint programming between museum facilities and the recreation centres.
- 5.3.4 The Department should support the recruitment, training, and management of volunteers active in municipal museum services.

5.4 Senior Centres

- 5.4.1 The Department of Culture and Recreation should increase and improve opportunities for the elderly to participate at recreation centres. The Department should also take advantage of elderly residents' skills in the planning and delivery of services.

5.4.2 The Department of Culture and Recreation should allocate more resources to the service requirements of the growing elderly population through the provision of:

- o Assistance to Community Groups

Assistance may take the form of administrative assistance, volunteer management, leadership training, program development or improving communications among existing clubs. The responsibility of the Department should be to inform the community that these services are available. The initiative for requesting assistance must come from the community.

- o Increased program opportunities at public recreation and culture facilities.

In theory, the Department should ensure that opportunities for passive and active activities for the elderly are available at all Culture and Recreation Department facilities. In practice, efforts should be directed toward offering leisure services to the elderly at all facilities which are physically accessible.

- o Integration

The provision of programs for the elderly should not necessarily be exclusive to this age group. The elderly should be encouraged to participate where feasible in existing programs. Programs should be adapted so that active adults can continue to participate as they age.

5.4.3 Wherever possible programming for elderly people should be planned and co-ordinated with other agencies and with elderly people.

5.4.4 The Department of Culture and Recreation should ensure that opportunities for passive and active activities for the elderly are available at all cultural and recreation facilities which are presently physically accessible or recommended to be upgraded to accessible status.

5.5 Golf and Ski Centres

5.5.1 The Department of Culture and Recreation should increase and improve the promotion of golf and ski opportunities at public facilities. Particular attention should be directed to the youth and teen populations. These efforts should be co-ordinated with other Culture and Recreation services and the educational institutions.

5.5.2 The Department should examine the demand for cross-country skiing within the community. If a community group expresses interest in developing this sport, the Department should determine the feasibility of a joint venture for the necessary equipment and maintenance.

- 5.5.3 If sufficient demand for this activity exists, funds should be provided to improve grooming and maintenance of the trails.

6. SPECIAL POPULATIONS

6.1 Youths/Teens

- 6.1.1 The challenge for the Department of Culture and Recreation is to involve youths in opportunities which they may continue into their adult lives. Towards this end the Department should concentrate on special teen programs at a few, accessible, centres throughout the city so that resources and staff can be used to implement a few dynamic programs.
- 6.1.2 A range of activities should be available including structured, non-structured, drop-in programs and special events.
- 6.1.3 The Department should improve and reinforce the development of the youth leader corps. Members of the leader corps should receive training in various program areas and assist staff with programs.

6.2 Women

- 6.2.1 The Department should increase and improve the range of program opportunities for women including both women in the workforce and homemakers.

6.3 Elderly

- 6.3.1 See Seniors Section.

6.4 Single Parents

- 6.4.1 The Department of Culture and Recreation should maintain ongoing consultation with agencies for single parents to determine the cultural/recreational services which are required.
- 6.4.2 The Department of Culture and Recreation should improve the promotion of the availability of low cost leisure opportunities, through co-ordination with affiliated organizations.
- 6.4.3 Daycare facilities should be provided and simultaneous program activities for children and parents should be developed to allow families to participate either together or at the same time.

6.5 Ethnic Groups

- 6.5.1 The Department of Culture and Recreation should maintain ongoing liaison and consultation with organizations assisting immigrants and the City's multi-cultural community to determine special or unique program requirements.

- 6.5.2 The Department should take a more active role in multi-cultural activities. Multi-cultural activities should be introduced at municipal facilities and parks. Department staff should facilitate and promote these activities while the ethnic or multi-cultural communities should assume the responsibility for organization and provision.

6.6 Unemployed People

- 6.6.1 The Department of Culture and Recreation should promote leisure opportunities for the unemployed.
- 6.6.2 Although the cost of the Department's activities was not generally viewed as being prohibitive, the availability of membership subsidies to low income families and the unemployed should be promoted through those existing agencies assisting the unemployed.
- 6.6.3 The Department could also co-ordinate workshops with the relevant agencies on topics related to creative use of leisure time.
- 6.6.4 The Department should provide more drop-in activities for the unemployed.

6.7 Disabled People

- 6.7.1 In theory the Department of Culture and Recreation should ensure that all public cultural and recreational facilities are physically accessible to the disabled. However, some facilities are not suitable for renovation to become totally accessible. (see Point 6 Section III)
- 6.7.2 The Department of Culture and Recreation should improve staff and volunteer training concerning the special needs of the disabled.
- 6.7.3 The Department should facilitate the provision of both segregated and integrated programs at public recreation and cultural facilities.
- 6.7.4 The Department should consult directly with disabled people and groups to determine opportunity and service requirements.

6.8 Daycare Services

- 6.8.1 Daycare services should be available for these programs. Participants should organize the service and the Department should provide the space required.

7. PROGRAM SUPPORT SERVICES

7.1 Volunteer Development

- 7.1.1 The function of volunteer co-ordination needs to be strengthened within the Department of Culture and Recreation.

7.1.2 A staff position should be designated Volunteer Co-ordinator.

7.1.3 The staff Volunteer Co-ordinator should co-ordinate and assist in the training of Community groups and Department staff in the following areas:

- o Volunteer recruitment, evaluation, training, management and recognition.

Volunteer development should be co-ordinated with the Culture and Recreation Department and other volunteer agencies such as the Volunteer Bureau and the Regional Association of Co-ordinators of Volunteers.

- o Volunteer Development - Sports Groups

The Department should take the initiative in assisting Sports Groups in the recruitment, training, and management of volunteers. This can be accomplished through training sports executives who can then educate their volunteers. Particular attention should be focused on improving training programs for coaches, instructors and referees.

- o Strengthening of the volunteer program within the Culture and Recreation Department

The program should not only be a placement for volunteers but should also provide ongoing training, social opportunities and recognition.

7.2 Leisure Education and Counselling

7.2.1 The Department of Culture and Recreation should establish a leisure education program.

Leisure education programs should be designed for children where leisure patterns are first established. The close association which already exists between the schools and the Culture and Recreation Department can be strengthened through a sharing of input into school curriculum dealing with culture and recreation and Culture and Recreation Department programming. Culture and Recreation Department staff have a responsibility of keeping the schools informed of leisure opportunities and in turn, the schools can help keep Culture and Recreation staff aware of changing leisure pursuits among students.

7.2.2 The Department of Culture and Recreation should provide leisure counselling.

Leisure counselling will still be necessary especially for those people who have a large amount of time available but are not sure what to do with it. Included in this group are retired people, unemployed people and disabled people who may not be able to work. For many, lack of information may be the only thing preventing them from becoming involved. For others, assistance is required to help them discover leisure activities which are meaningful.

These services should be extended into the community through the Culture and Recreation Department. The Department should work with the colleges and hospitals to determine how it can best strengthen existing services without duplication.

7.3 Promotion/Marketing

7.3.1 The Department of Culture and Recreation should have responsibility to promote leisure in general and to increase the community's awareness of existing opportunities and resources.

7.3.2 The Department of Culture and Recreation should develop a promotion/marketing plan. This plan should consist of:

- o Improvement of Department brochures

The Culture and Recreation Department should examine their brochures which detail the programs at each of the facilities to determine whether the quality of the brochures reflects the quality of the service. Although the brochures outline the programs at each facility, they do not increase awareness of other opportunities available in the community. A single brochure would present the Department as one organization and inform the public of all Culture and Recreation services. Cost of the brochure could be offset by advertisements from commercial leisure agencies. Once complete, the brochure should be distributed to every household in Hamilton where it can be kept for reference. In this way, participants and non-participants are informed of leisure services in the City.

- o Improvement of communication with the community.

The Culture and Recreation Department should also examine the advantages of assigning a staff person with the role of Information Officer. One of the tasks would be to handle requests for information from the public. Rather than a system of referring information requests to the individual facilities, an Information Officer would present the Culture and Recreation Department to the community as a single agency with a variety of opportunities. An additional task of the Information Officer would be to communicate with other agencies and the community through the use of all media, to promote the Department and in particular to promote special events.

The Department of Culture and Recreation should also examine the feasibility of providing information about public leisure services both throughout the day and during evenings.

- o Information Co-ordination

A number of agencies exist in Hamilton which have as part of their mandate a responsibility to co-ordinate leisure services and provide information. With an understanding of the magnitude of this task comes an increased recognition of the requirement for effective co-ordination and information exchange to avoid duplication and misunderstanding. A single agency should not be responsible for the collection of all information. However, the Department of Culture and Recreation should assist in the development of a process for the collection and sharing of information.

The Department should work with existing agencies to establish the kinds of information required and available and a standard format for collection and presentation. The Department of Culture and Recreation should assist these groups in the integration of this information into one accessible source.

Towards this, the Department should support and assist the restructured C.L.E.A.R. Committee in its efforts directed towards co-ordination and information collection. The one-day Leisure Symposium is a valuable opportunity for those involved in the delivery of leisure services to work together to promote leisure within the community.

7.3.3 The Department should also more fully develop and utilize inter-agency promotion opportunities.

7.3.4 Staff Development

The Department should offer marketing workshops to staff. These workshops should focus on information and idea sharing as well as the integration of individual facility promotion/marketing efforts with those for the City as a whole.

7.4 Evaluation

7.4.1 The Culture and Recreation Department should develop a strategy for evaluation which is consistent throughout the Department. The strategy should include regular evaluation from participants, staff and the community. Included in the process should be avenues for formal and informal evaluation. Evaluation may be accomplished through:

- o program evaluation sheets
- o staff conferences
- o citizen input through surveys
- o annual reviews
- o input from community organizations
- o public reaction
- o requests for programs
- o staff input

7.4.2 With the evolving emphasis on community development a continuing evaluation process is particularly important.

F. FUTURE DEPARTMENTAL ORGANIZATION, MANAGEMENT AND STAFFING.

1. RE-ORGANIZATION

There is a priority requirement for the City to comprehensively re-organize the present Department of Culture and Recreation to address the identified issues and to support the successful implementation of recommendations presented in this Master Plan.

1.1 The re-organization of the Department should be based on an operational review process directed towards achieving the following objectives:

- o The clarification and establishment of a new/revised set of job descriptions for all staff positions in the Department. Future staff roles, responsibilities and authority should be clearly established.
- o The development and implementation of an effective and clearly articulated inter-Department communication system.
- o The rationalization of the internal Department decision making process to ensure staff participation, understanding and commitment.
- o The establishment and implementation of performance standards and evaluation procedures.
- o The establishment and implementation of personnel planning and training programs within the Department.
- o The determination of present and future staffing requirements throughout the Department and in particular, with regard to the clerical, secretarial, museum and senior staff support levels.
- o The rationalization of the Department's maintenance function with those of the municipality in general. The present maintenance function should be removed from the Department of Culture and Recreation and become part of the responsibility of another municipal department with responsibility for buildings, maintenance and major renovation. Attention should be directed to ensuring that adequate service is provided for the Department.
- o The development and implementation of both municipal and departmental policies and procedures manual.
- o The application of a management approach which provides performance measurement standards.

- o The development of a new organizational structure which responds to these objectives and also incorporates the new/revised functions and positions recommended in this Master Plan. Specifically:

Table 1: Recommended New/Revised Functions and Staff

Function	Recommended Position/Staff Re-Classification
Increased planning and policy development	Senior Staff-Planning and Policy Development
Management of municipal museum operations	Senior Staff-Museums Director
Museum registration, conservation and exhibition support	Museum Technical Staff
Facilitation of Municipal Arts Policy Development	Municipal Arts Specialist - contract position
Organizational and programming support and assistance to community amateur sport groups and associations	Sports Co-ordinator
Volunteer co-ordination, recruitment, evaluation, training and management	Volunteer Co-ordinator
Assistance to community groups program integration, co-ordination and liaison for special population groups	Special Populations Service Co-ordinator
Improvement of communication with community. Input into promotion/marketing activities	Information Officer

In addition to these recommended new positions and staff re-classifications, the operational review should specifically address the need for additional secretarial and clerical staff within the Department and the designation of a support staff position as Reservations Officer.

1.2 Strategy for Change

The operational review should be based on a strategy for change which ensures commitment to the change and brings important staff advice and input to the development of the strategy.

1.3 Monitoring Change

A process for monitoring the change should be established and management and staff roles and responsibilities with regard to monitoring and evaluation should be established.

2. PROPOSED ORGANIZATIONAL STRUCTURE

Figure 2: Proposed Organizational Structure

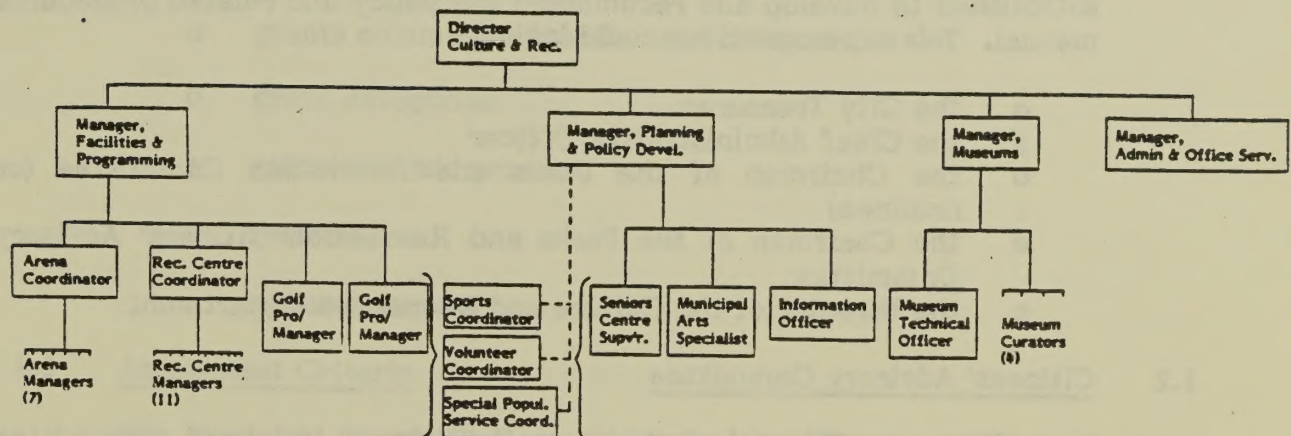


Figure 2 illustrates the proposed organizational structure framework. It focuses responsibility for all 8 arenas, 12 recreational centres and the 2 golf courses under the Manager, Facilities and Programming. One Arena Manager and one Recreation Centre Manager should be appointed to represent their respective peers in regular administrative meetings with the Manager. They will serve as Co-ordinators.

The Manager, Planning and Policy Development is responsible for policy and planning; community development; marketing and promotion; community group liaison. Three functional Co-ordinators (Sports, Volunteer and Special Population Services) should assist this Manager with regard to planning and policy in their respective areas. These roles should be filled by the Seniors Centre Supervisor and from staff members reporting to the Manager, Facilities and Programming.

Two other positions report to the Director. These are the Museum Manager (new position) and the Manager, Admin. and Office Services.

G. MUNICIPAL GRANTS AND FUNDING

1. POLICY AND PROCEDURES MANUAL

The City should establish a policy and procedures manual for requests for financial assistance to recreational and cultural groups and individuals.

1.1 Funding Policy Sub-Committee (Figure 4)

A Funding Sub-Committee of the Finance Committee should be established to develop and recommend the policy and related procedures manual. This sub-committee could include:

- o the City Treasurer
- o the Chief Administrative Officer
- o the Chairman of the Parks and Recreation Committee (or nominee)
- o the Chairman of the Parks and Recreation Citizens' Advisory Committee
- o the Director of the Culture and Recreation Department

1.2 Citizens' Advisory Committee

In addition to this sub-committee, a Citizens' Advisory Committee including representatives of the culture and recreation community should be established to have input into the development of this policy (see Figure 4).

1.3 Principles

The municipal grants policy should reflect the Department of Culture and Recreation's goals and priorities in conjunction with those of relevant regional, provincial, and federal funders so as to maximize the dollar assistance to the groups and individuals.

The Grants/Funding Policy should ensure that:

- o the requested service, activity or program is accessible to the community at large.
- o the funds or assistance granted will be administered by a competent body.
- o an adequate administration system of review and counselling takes place with those making requests.
- o a proper system of monitoring and accountability is developed and maintained between the community group or association requesting and receiving approval from City Council.

1.4 Components

The municipal grants policy should include the following components:

- o statement of purpose
- o power to make grants
- o final authority
- o goals, objectives and basic principles
- o grants committee function and composition
- o grant categories
- o guidelines and process
- o restrictions
- o appeal process

1.5 Assessment Criteria

The Municipal Grants Policy should also establish a specific assessment criteria.

The following are recommended criteria to be used in determining whether a group or organization qualifies for consideration, and as a guide in determining the recommended level of City funding to the organization.

- o Has the organization's proposal clearly identified the specific problems or gaps in service in the community?
- o Has the organization developed theoretical assumptions concerning the nature of the problems identified and their possible solution? Have goals (long and short term) been established for the organization?
- o Have the objectives of the program been clearly stated in quantifiable terms?
- o Are the services to be offered available to the general public?
- o Since volunteers are an integral part in community service, the organization shall show evidence of a commitment to some volunteer involvement in the day-to-day provision of services.
- o Where volunteers are to be used, have appropriate tasks been identified for assignment?
- o Has the organization indicated how the service will relate to the existing pattern of other services?

- o If the program is new or expansionary, has the program proposal allowed for a start-up or developmental stage, and if so, is it realistic?
- o Is the program or service outlined in enough detail to evaluate its merit?
- o Did the organization indicate what existing community resources will be utilized and how?
- o Is the governing body clearly responsible for program planning and implementation and are they active in the operation of the organization?
- o To what extent have service users been involved in program planning?
- o Can the service be evaluated? Can a unit cost be projected?
- o Is there provision for the necessary recording and retrieval of information on which to base evaluation?
- o Has the program duration been outlined?
- o Is the basis for client entry into the service specified?
- o Will there be continuation of service to client group upon termination of financial assistance from the City?
- o Are there plans for sound financial management and accountability?
- o Are the financial resources adequate to continue service for the specified duration?
- o Has evidence been shown that it has fully explored other sources of financial support?
- o Has the applicant examined and considered the financial ability of the people to be served to support its program?
- o Is it a registered charitable organization ? (If yes, give number).

1.6 Publicity

The process to publicize and receive applications must be established in a manner to ensure that information about grants is made available to all in an equitable manner. In this regard it may be necessary to offer guidance and counselling service to some groups/associations.

1.7 Grant Categories

As stated above, it would be desirable to develop specific grant categories which would include at least:

- o arts
- o heritage
- o recreation

1.8 Funding/Grants Sub-Committee - Implementation (see Figure 6)

Once a funding/grants policy and procedure manual has been developed and approved, a Funding/Grants Sub-Committee should be established. This sub-committee could include:

- o City Treasurer
- o Chief Administrative Officer
- o Chairman Parks and Recreation Committee (or his nominee)
- o Chairman of the Parks and Recreation Citizens' Advisory Sub-Committee
- o Director of the Department of Culture and Recreation
- o Citizen representatives.

1.8.1 The sub-committee would review applications to ensure that the requests meet the criteria of the policy.

After an indepth review of each proposal this sub-committee should present its funding recommendations to the Finance Committee.

This sub-committee would be responsible for monitoring applications to ensure that groups/individuals provide the service indicated in their request.

1.9 Department of Culture and Recreation. Role and Responsibility

Throughout the process the Department of Culture and Recreation should be responsible for the following functions for recreation, heritage and arts grants:

- o ensure that a press release is distributed to the media in the Fall of each year regarding the availability of a financial assistance kit,
- o advise groups and organizations of Council's decisions,
- o undertake a yearly review of policy and requests,
- o decide if additional information is required,
- o act as a liaison between applicants and Committee,

- o assist groups requesting assistance in preparing submissions. This is important to ensure that not only those groups/individuals with the greatest sophistication receive grant approval. This should be recognized as an appropriate staff function and incorporated into the revised Departmental organizational structure and relevant staff job description.
- o prepare an annual request budget.

This role, relative to the arts grants may be revised based upon the Municipal Arts Policy.

1.10 Applicant Requirements

Individuals/Organizations seeking financial assistance should be required to:

- o forward all applications,
- o provide additional information as required,
- o provide annual report and latest financial statement and proposed current budget details,
- o document their efforts to obtain funds elsewhere,
- o provide information pertaining to the expected duration of financial contribution from the City,
- o provide a detailed explanation as to what effect there would be on service offered should City financial assistance not be granted,
- o propose what services-in-kind could be offered to the community.

2. LONG TERM OBJECTIVE

The long term objective of the municipal grant policy and process should be to facilitate a shift in responsibility for the receiving, review, evaluation, approval, allocation and monitoring functions for recreational, arts and heritage type grants to the respective, municipally recognized "co-ordinating" or "umbrella" group. This shift in responsibility should be gradually instituted in a systematic manner over a number of years (5-10).

The actual realization of this objective for grants to arts groups and individuals should be dependent upon the development of the Municipal Arts Policy.

If it is deemed a desirable future objective a number of pre-conditions will have to be met to ensure accountability and effectiveness. One of the most important of these pre-conditions would be the ability of the "co-ordinating" or "umbrella" group to demonstrate its effectiveness in representing their respective community as well as demonstrated financial administration and management capability. In this scenario the co-ordinating group would become accountable to the Finance Committee.

An example of how this process may function is outlined below.

- (i) Council through the Finance Committee would establish a block grant for specific types of activities,
- (ii) The block grant would be allocated to the specific, relevant co-ordinating or umbrella agency through the Finance Committee.
- (iii) The co-ordinating/umbrella group would assume responsibility for all aspects of the grant process based upon municipally established standards and procedures.

The municipality would provide support to these groups as well as periodically review the performance of the groups receiving grants.

3. OTHER FUNDING SOURCES

The City should continue to actively seek out available public and private grants and subsidies to support both the Department of Culture and Recreation and community group operations.

H. THE PARKS AND RECREATION COMMITTEE

1. TITLE CHANGE

The present title of the Committee should be changed subsequent to the development of the Municipal Arts Policy to reflect appropriately the municipality's future cultural and recreational mandate.

2. LEADERSHIP ROLE - CO-ORDINATION, LIAISON

In the future, the Committee should ensure that effective co-ordination and liaison is maintained between the Committee and other independent boards and committees dealing within the municipality's mandate. Towards this end the Committee should assume leadership and co-ordination roles where appropriate.

3. COMMUNITY REPRESENTATION

The most important priority for the Committee is to establish a role for community representatives within the decision making process. Towards this end it is recommended that:

- o a Parks and Recreation Citizens' Advisory Sub-Committee should be established to ensure effective citizen input into the decision making process at the Parks and Recreation Committee level.

The Committee's Chairman should attend all meetings of the Parks and Recreation Committee for consultation and input into the decision making process.

3.1 Parks and Recreation Citizens' Advisory Sub-Committee - Role (Figure 3)

This Committee should:

- o assist in the identification and resolution of community trends and requirements,
- o improve communication, co-ordination and awareness between the municipality and the community,
- o monitor and evaluate the implementation of this Master Plan,
- o annually review Master Plan's progress and the planning process,
- o liaise with community and neighbourhood groups and associations.
- o assist in the planning and development of innovative programs and special events that will publicize and promote the City of Hamilton.
- o recommend the naming of municipal parks.

3.1.1 Representation

Committee members should reflect the entire community's cultural, recreation and parks interests as opposed to individual/group interests.

3.1.2 The Committee should be represented on the

Municipal Arts Policy Task Force - Policy Development
Funding/Grants Arts Sub-committee - Policy Development
Funding/Grants Sub-committee - Implementation

3.1.3 The Parks and Recreation Committee should investigate the feasibility of the delegation of decision making/voting authority.

I. RELATIONSHIP OF THE CULTURE AND RECREATION DEPARTMENT TO OTHER MUNICIPAL DEPARTMENTS

1. IMPROVE COMMUNICATION AND CO-ORDINATION

The Department of Culture and Recreation should assume a leadership role to establish methods to improve communication and co-ordination with other municipal departments.

1.1 Information Meetings

Regular information meetings should be held to share information, issues, and to co-ordinate activities.

1.2 Staff Committees

Staff committees, similar to the present Priority Park's Expenditure Committee, should be established to improve intra-department co-operation.

1.3 Staff Co-ordinating Committee

Specifically, a Staff Co-ordinating Committee should be established. This staff committee should meet regularly and should include senior representatives from the following departments:

- o Department of Culture and Recreation,
- o Department Planning and Development,
- o Department of Community Development,
- o Parks Division of the Department of Public Works.
- o Hamilton Public Library

This Committee should be formed for the discussion of issues and problems as well as offering an opportunity to share information among staff.

- o an agenda containing a list of issues for discussion should be circulated among departments before each meeting
- o the chairmanship of the committee should regularly rotate among the members.

1. CO-ORDINATION

2. DEPARTMENT REPRESENTATION

3. COMMITTEE ROLE

3.1. Future Committees

Figure 3. PARKS AND RECREATION CITIZENS' ADVISORY
SUB COMMITTEE

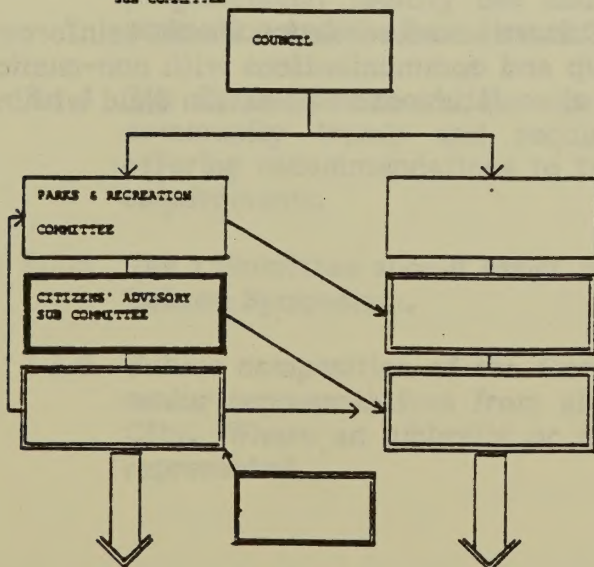


Figure 4. FUNDING/GRANTS SUB COMMITTEE

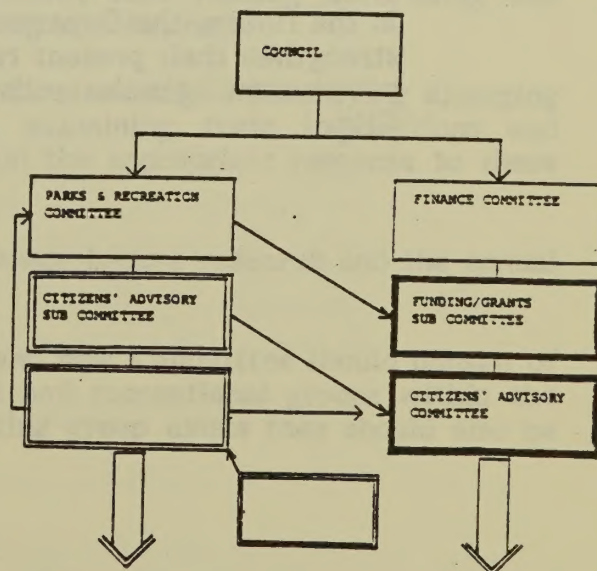


Figure 5. MUNICIPAL ARTS POLICY TASK FORCE

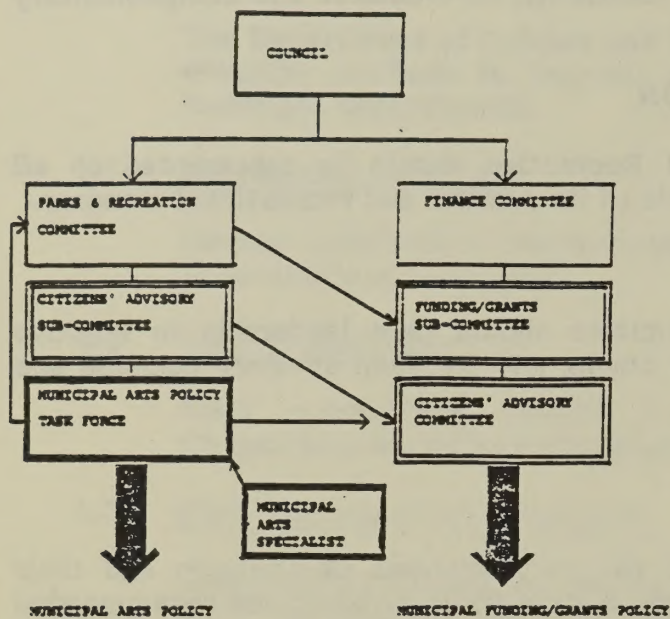
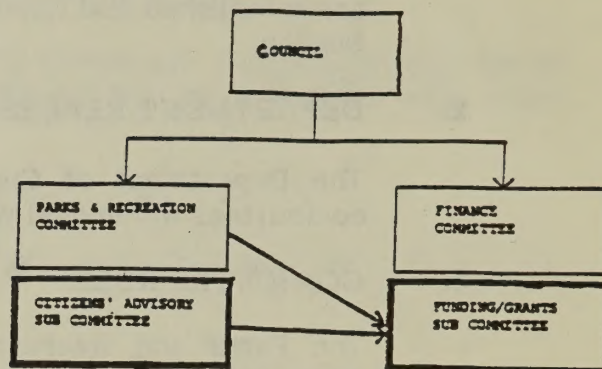


Figure 6. NEW COMMITTEES - IMPLEMENTATION



K. RELATIONSHIP TO NON-MUNICIPAL GOVERNMENT AGENCIES

1. DEPARTMENT LIAISON

In the future, the Department of Culture and Recreation should reinforce and strengthen their present relationship and communications with non-municipal government agencies active within the culture and recreation field within the City.

L. THE CULTURE AND RECREATION COMMUNITY

1. COMMUNITY INPUT

The community should, in the future, have increased input into policy development, implementation and the decision making process concerning both the planning and provision of cultural and recreational services.

1.1 Community Involvement

As previously recommended, the community should be represented on the following sub-committees:

- o Parks and Recreation Citizens' Advisory Sub-Committee
- o Municipal Arts Policy Task Force
- o Funding/grants Policy Sub-committee
- o Funding/grants Sub-committee

2. COMMUNITY CULTURE/RECREATION CO-ORDINATING COMMITTEE

2.1 Re-structure the C.L.E.A.R. Committee

The present C.L.E.A.R. Committee should be reorganized.

The new Committee should become the central co-ordinating committee for community-based cultural and recreational service providers.

- 2.1.2 The Committee should provide an organizational base from which the community can address the issues of co-ordination of information and activity through information exchange and networking among members.
- 2.1.3 Committee members should explore opportunities for co-operation in programming, facility use and development, fund raising, advertising and promotion and the recruitment and training of volunteers.
- 2.1.4 The Committee should also specifically direct itself to identifying emerging community trends and requirements, examining their implications and offering recommendations to the City on the appropriate response to these requirements.
- 2.1.5 The Committee should assist in and sponsor leisure research and the annual Leisure Symposium.
- 2.1.6 Future composition of the Committee and new Committee should consist of senior representatives from all cultural and recreational groups within the City. Where an umbrella or co-ordinating group exists they should also be represented.

2.1.7 Membership should include, but not be limited to: private sector providers, service clubs, Social Planning and Research Council, C.I.S., Historical and Heritage groups, Hamilton and Region Arts Council, Neighbourhood Associations, Hamilton Chamber of Commerce, the Hamilton Public Library Board, Public and Separate School Boards, the Regional Association of Co-ordinators of Volunteers, Mohawk College, McMaster University, Sports Leagues, the Y.M.C.A., the Y.W.C.A., the Royal Botanical Gardens, Ministry of Tourism and Recreation, Ministry of Citizenship and Culture, Hamilton Region Conservation Authority, Department of Culture and Recreation, Planning and Development Department, S.P.A.R., etc.

2.1.8 The new Committee should be represented on the Municipal Arts Policy Sub-committee and the Funding/Grant Policy Sub-committee as well as the Parks and Recreation Citizens' Advisory Sub-committee and the Funding/grants Sub-committee.

2.1.9 Co-ordination/Liaison

The Committee should liaise with the Parks and Recreation Committee and the Department of Culture and Recreation.

2.1.10 Information

The Committee should investigate the feasibility of producing and circulating a monthly newsletter. The Department of Culture and Recreation should assist in the production and distribution of this newsletter.

2.1.11 Organizational Structure

The Committee should elect a Board of Directors and Chairperson. The Board of Directors should meet at least once a month. They should ensure liaison with the Municipality. It is also recommended that the Chairman and one member of the Board of Directors will be the Committees' representatives on the Parks and Recreation Citizens' Advisory Sub-committee.

The Committee should also consist of a series of working groups organized around specific issues or areas of concern. These working groups would periodically report to the Board of Directors on their activities. Suggested focus for working groups would include: cultural services, recreational services, volunteer co-ordination, special populations, funding, leisure symposium, promotion and publicity, masterplan, use and development, programming and community leisure trends.

The entire Committee would meet at least four times a year.

2.1.12 Terms of Reference, Goals and Objectives

A first priority for the Committee is to develop a set of terms of reference and related committee goals and objectives. It is essential that all members of the cultural and recreational community have the opportunity to participate in the establishment of this Committee. The extent to which they are involved in its creation and development will directly influence the relevance of the Committee and the community's support and commitment to it.

The Department of Culture and Recreation should play a central co-ordinating, facilitative and supportive role in the establishment of this Committee.

3. THE HAMILTON AND REGION ARTS COUNCIL - FUTURE CHALLENGES

3.1 Municipal Arts Policy Input

The Hamilton and Region Arts Council should play a leadership role in the development of the Municipal Arts Policy as a key member of the recommended Sub-committee Task Force.

3.2 Review Role and Responsibilities

The Hamilton and Region Arts Council should re-examine its present role and responsibilities involving co-ordination, representation and work towards leadership and service provision establishing a future mandate and role. This examination and any future plans should be consistent with the recommendations contained in the Municipal Arts Policy. In particular the Arts Council should strive to become more representative of the Arts community within Hamilton.

3.3 Assistance

In the interim the Hamilton and Region Arts Council should increase their assistance to arts groups during the formative stages of their development.

3.4 Future Activities

In the future, the Hamilton and Region Arts Council should become more active in the following areas:

- o training courses
- o arts management
- o fund raising techniques
- o volunteer development
- o facility planning and design
- o promotion and marketing
- o research

Also in the future, the Hamilton and Region Arts Council should investigate and facilitate new ideas for art programming for the community including:

- o art in the parks
- o arts programming for the elderly and the disabled
- o art activities at the local level

3.5 Information Sharing

The Hamilton and Region Arts Council should assume greater involvement in disseminating information about municipal art resources as well as the co-ordination and collection of information. The Arts Council should examine the feasibility of developing an arts information and resource centre.

3.6 Liaison

The Hamilton and Region Arts Council should continue and improve its liaison efforts with municipal, provincial and federal governments and the arts community.

3.7 Promotion

The Hamilton and Region Arts Council should strengthen its activities directed to promoting the arts in the community.

3.8 Co-ordination and Planning

The Hamilton and Region Arts Council should develop and facilitate methods to increase the effectiveness and efficiency of its co-ordination and planning activities.

4. ESTABLISHMENT OF SPORTS FEDERATION/COUNCIL

4.1 Community sports organizations should co-operate to establish a Sports Federation/Council.

4.1.1 The establishment of this Sports Federation/Council should be facilitated through:

- o the establishment of a municipal/departmental amateur sports policy (see point E.2)
- o the designation of a staff position as Sports Co-ordinator
- o the establishment of a Volunteer Sports Steering Committee

4.1.2 The creation of the Sports Federation/Council should evolve through a three phase process.

4.1.3 All individual and willing sports groups should be approached to develop a master plan for their sport. This master plan would broadly define their respective goals and objectives for the next five years.

4.1.4 Members from these willing sports groups would form a Volunteer Sports Steering Committee. The initial endeavours of this group should focus on building an image for amateur sport through better neighbourhood exposure and recreational competitions with associated athlete recognition.

4.1.5 The Volunteer Sports Steering Committee should work towards the establishment of a permanent Sports Federation/Council.

4.1.6 The Sports Federation/Council should be active in:

- o promotion of sports
- o co-ordination of activities and facility use
- o establishing community sports facility demands
- o fund-raising
- o volunteer recruitment, training development and management

- 4.2 The Department of Culture and Recreation through the recommended staff position of Sports Co-ordinator should assist in the establishment of the Volunteer Sports Steering Committee and the subsequent establishment of a Sports Federation/Council.

5. MINOR HOCKEY REORGANIZATION

5.1 Establishment of a Hamilton Minor Hockey Council

Minor hockey organizations in the city should co-operate in the establishment of an integrated umbrella, co-ordinated structure. This umbrella structure may be called the Hamilton Minor Hockey Council.

- 5.1.1 The Department of Culture and Recreation through the recommended staff position of Sports Co-ordinator should assist in the establishment of the Hamilton Minor Hockey Council.
- 5.1.2 Subsequent to the establishment of the Hamilton Minor Hockey Council, it should immediately examine the feasibility of establishing and implementing a multi-level grading system for participants. The objective of this grading system would be to standardize the assessment and allocation of participants into appropriate groups related to participant interest, skill level and stage of development.
- 5.1.3 The Council should establish a series of working groups/committees to address the following:
- o present and future ice time requirements
 - o allocation of ice time
 - o user cost structure
 - o referee recruitment and training
 - o coaches recruitment and training
 - o allocation of referees and coaches
 - o player grading
 - o sponsorship and funding
 - o program development and evaluation
- 5.1.4 The Council should also examine the feasibility of establishing an age group grading selection system, and the establishment of a select and representative team structure.
- 5.1.5 The Council should examine the feasibility of having two Rep teams in each age group based on a geographical dividing line of Wentworth Street above and below the escarpment.

SECTION II OPEN SPACE AND PARKLAND
A. AMENDMENTS TO THE OFFICIAL PLAN

1. OFFICIAL PLAN AMENDMENTS

The City should amend the Official Plan concerning:

- o parkland/open space standards,
- o park type descriptions to include prototypical qualitative and quantitative aspects; functional orientation, appropriate size and scale of facilities to be accommodated,
- o establishing the role which school grounds take in supplementing municipal parkland provision,
- o references to alterations to parkland objectives related to provision of school grounds should be revised to reflect the preferred use inter-relationships between parks and school grounds,
- o defining the term school site to mean useable school site not occupied by building, parking or roadway.

B. OPEN SPACE/PARKLAND GOALS AND OBJECTIVES

1. GOALS AND OBJECTIVES

The City should develop a set of municipal goals and objectives with associated strategies for the planning and provision of municipal parkland and open space.

1.1 Consistency

These statements should concisely establish the Municipality's intent, mandate, policies and procedures and ensure that implementation strategies such as the present Priority One Parks Program are consistent with stated goals and objectives.

1.2 Evaluation

The Municipal parkland and open space goals and objectives should be reviewed annually and evaluated with regard to their continued relevance and relative achievement over time.

C. PRESENT AND FUTURE PARKLAND REQUIREMENTS

1. PRIORITY ONE PARKLAND EXPENDITURE PROGRAM

This Master Plan reinforces the City's Priority One Parkland Expenditure program as an appropriate response to present parkland deficiencies. However, immediate attention should be directed towards:

- o the preparation of an up-to-date comprehensive inventory of all public parkland and open space be expedited. This inventory should be updated annually.
- o that an inventory of lands designated for parks which are not on the Priority One list and which are not in City ownership be made and reviewed by municipal staff.
- o that a review of City-owned parkland be undertaken to determine which land is surplus to requirements and if so the sale of that land be expedited.

2. PARK IMPROVEMENTS

- 2.1 Existing neighbourhood and community parkland should be improved in terms of appearance and condition through redevelopment, planting design and improved maintenance.
- 2.2 The Parks Division of the Department of Public Works, the Department of Culture and Recreation and the City's Planning and Development Department should assess existing parkland condition and prepare a park improvement program identifying areas for improvement, associated costs and phasing for implementation.
- 2.3 The Parks Division of the Department of Public Works, the Department of Culture and Recreation and the City's Planning and Development Department should prepare a set of prototypical parkland design guidelines to ensure quality in future parkland design.

3. PARK ACCESSIBILITY

Specific attention should be directed towards identifying actions to improve the physical accessibility to existing parkland and parkland equipment for the disabled and elderly. Representatives of the disabled and elderly population of the City should be involved in this review process. Particular attention should be directed to the following park features: public washrooms, trails and pathways, benches, parking, water fountains and public telephones.

3.1 Liaison

The Parks Division, Planning and Development, Culture and Recreation Departments should establish a liaison Committee with representatives of the disabled and elderly populations directed towards the preparation of a Park and Park Equipment Accessibility Improvement Strategy.

3.2 Future Park and Park Equipment Design

The City should ensure that any future park and park equipment is designed to be suitable for use by the disabled.

D. HAMILTON HARBOUR

1. MASTER DEVELOPMENT PLAN

The ongoing Master Development Plan should ensure that:

- o Any policy or recommendations presented in the Master Development Plan should be in conformance with relevant sections/recommendations of this Master Plan. Specifically any role/responsibilities identified for the present Parks and Recreation Committee or the present Department of Culture and Recreation should reflect the recommended future roles presented in this Master Plan.
- o As part of the Master Development Plan a recreational boating policy should be developed identifying the location and magnitude of development of marina facilities and the provision of additional boat berths.
- o Any proposed operating or capital expenditure affecting the present Department of Culture and Recreation should be detailed and methods for financing presented.
- o There should be continued liaison between the City and the Hamilton Harbour Commission.

2. DESIGN OBJECTIVES

The Master Development Plan should incorporate the following design objectives:

- o The waterfront area should serve a variety of levels and users in the recreational hierarchy including, regional, city, community and neighbourhood.
- o To increase the amount of public open space.
- o To develop an integrated open space recreational park system to enhance waterfront development and the neighbourhood's parkland.
- o To protect, enhance and promote historic, architectural, landscape and geological features.
- o To examine the feasibility of car, bicycle and pedestrian routes with appropriate support facilities.
- o To provide co-ordinated signage, street furniture and landscape plantings.
- o Facilities and spaces should be oriented to year-round and multi-purpose use.
- o To establish beneficial use linkages to the industrial area, the city core and the R.B.G.
- o To improve existing and develop additional public viewpoints and look-outs and access to the water's edge.

- o To protect the loss of public and private shoreline.
- o To improve the water and air quality.
- o To preserve and enhance fish and wildlife resources.
- o To examine the feasibility and benefits of a land/water connection with Dundurn/Harvey parks.
- o To examine the feasibility and benefits of the West Port concept and specifically the linking of the various neighbourhood parks and recreation areas.
- o To incorporate the specific needs of the handicapped and elderly populations in any proposed development.
- o To provide a variety of activities and uses ranging from passive green spaces for strolling, sitting, boat watching, etc. to major activity areas.
- o To develop Bayview and Pier 4 Parks as a passive park with improved shoreline access.
- o All waterfront activity areas and all park areas in the North End should be connected internally by bridges, islands, pathways and bikeways with external connections to Dundurn Castle, the downtown and the east end.
- o To upgrade existing park/open space including Bayview and Eastwood, Pier 4.
- o New waterfront recreational development should include a high quality of urban design in its architecture and landscape architecture such that development will complement adjacent uses.
- o The former Lax property and Pier 8 may be appropriate locations for major recreational activity.

E. HAMILTON BEACH

1. MODIFIED NEIGHBOURHOOD PLAN

It is recommended that the City undertake a modified neighbourhood plan activity for the Beach area to establish interim and long term planning and development policies.

1.1 Residential - Recreational Land Use Mix

As part of this planning activity the Beach areas unique residential and recreational potential should be examined in detail.

1.2 H.R.C.A.

This planning activity should involve the Hamilton Region Conservation Authority and should establish the framework for any H.R.C.A. long term development plans for the Beach area.

F. THE CORE AREA

1. CENTRAL AREA PLAN

The following provisions of the City's Central Area Plan provisions should be implemented:

- o increasing the amount of park space in the Core Area through the Priority Parks development program to create a more attractive downtown.
- o the encouragement of pedestrian and bicycle linkages from the Core Area to Dundurn Park and the Waterfront and throughout the Central Area.
- o the proposed recreational development of the Bay.
- o the provision of passive open space including piazzas, landscape areas small open areas for sitting, pedestrian walkways, etc. throughout the Central Area.
- o landscape improvements to the Lloyd Jackson Square Plaza.

G. SPECIAL OPEN SPACE AREAS

1. OFFICIAL PLAN POLICIES

The Official Plan policies concerning special open space parkland areas should be enforced.

2. OPEN SPACE TRAIL LINKAGES

The City should develop open space trail linkages between the R.B.G., Cootes Paradise, Dundurn Castle, Harvey Park and the North End Waterfront area. Any trail development should respect the natural environments of these areas. Every effort should be made to retain these areas in their natural state.

H. TRAIL SYSTEM DEVELOPMENT

1. MUNICIPAL TRAILS SYSTEM

The City should develop a municipal trails system to provide both a recreational facility and pedestrian and cycling access to destinations such as major community parks, selected neighbourhood parks, historical sites, natural features, ravines, the R.B.G., school and shopping areas. Other agencies within the City should be approached to assist in the joint development of the municipal trails system.

2. ORIENTATION

The trail system should link parkland using recreational open space and hazard lands wherever possible.

3. LINKAGES

In areas of new suburban development attempts should be made to establish additional links between major drainage courses in order to facilitate access and make connections to destination points.

4. DEVELOPMENT GUIDELINES

The following recommendations should guide the development of a municipal trails system:

- o Ideally the trail system should consist of a number of types of paths including pedestrian trails, leisure/recreational trails and commuter routes.
- o Trails should be oriented primarily to recreational use including cycling, jogging and walking.
- o Recreational trails should link parks and open spaces, as well as travel through these.
- o Commuter bike trails/paths should link up with the recreational trail system wherever possible.
- o Amenities which complement the use of the trail system such as benches should be provided.
- o The use of transportation corridors and utility rights-of-way as a component of land base for part of the trail system should be examined.
- o The provision of recreational trails should be incorporated as a component of any new park/recreational development.

5. DESIGN AND IMPLEMENTATION PLAN

The development of the municipal trail system should be regarded as a long term municipal parkland/open space goal. As such a design and implementation plan should be prepared which identifies routes by priority of development, development phasing, capital and maintenance costs. Opportunities for joint development and cost sharing should be explored.

6. STAGING

This plan should be prepared subsequent to the implementation of the commuter routes prepared by the Hamilton Cycle Trails Committee.

7. EDUCATION AND PROMOTION

An educational and promotion program should be developed and implemented in conjunction with the trail system development.

8. NON-MUNICIPAL AGENCIES INVOLVEMENT

Other agencies and individuals should be encouraged to develop and/or expand trail systems on their properties and to link their trails with any City trails.

SECTION III FUTURE CULTURAL AND RECREATIONAL FACILITY PROVISION

A. ESTABLISH FACILITY PLANNING, DESIGN AND DEVELOPMENT PROCESS

1. PLANNING, DESIGN AND DEVELOPMENT PROCESS

The City of Hamilton should establish an improved cultural and recreational facility planning, design and development process to determine and plan the future requirement for, the design of and the subsequent development of future cultural and recreational facilities in the City.

2. FUTURE FACILITY PROVISION PRINCIPLES

The future facility planning, design and development process should be based on the following fundamental principles:

- o public participation should occur throughout the facility planning, design and development process.

In the future the public, both groups and individuals, as well as the recommended Citizens Advisory Committee should have input throughout the facility planning, design and development process. Major input should occur during; the identification of community cultural and recreational facility requirements, the determination of possible facility responses to demand, the evaluation of the relative costs and benefits of proposed facility development or upgrading, the design of the proposed facility and the development of future facilities.

- o increased emphasis on co-ordination and co-operation in the planning, design and development of future recreational and cultural facilities and in facility use.

Each of the various components of the service delivery system should work toward the planning and provision of future cultural and recreational facilities in a co-ordinated manner. Efforts should be directed to avoid duplication of facility provision and to maximize the use of existing and any future facilities. Wherever possible the City and community agencies should explore opportunities for joint development and shared use of facilities.

- o the Department should place emphasis on the provision of amateur scaled facilities.

The primary focus for the Department should be to respond to the recreational amateur activity facility requirements before those of the elite. However, wherever possible facilities should be designed to accommodate both user groups.

- o future facility development should support the provision of a range of traditional and innovative programs through the design of multi-purpose, flexible and convertible facility spaces.

In the future a new design and provision philosophy is required which develops cultural and recreational facilities as an integral part of the everyday life of the community, one which enables the building to generate income and one which invites use. The municipality should have as its goal to maximize the use of present and future facilities and to promote a philosophy of flexible use when new facilities are designed and developed, or existing ones redeveloped.

Libraries are a good example of facilities which have been designed for multi-purpose use. Any proposed facility development or upgrading should be oriented to providing multi-purpose activity spaces which can be used for year round use. The development of single purpose facilities should be avoided in the future.

- o there should be a commitment to the long term planning for the provision of future municipal facilities.

Facility development in the short and medium term should be based on a comprehensive analysis of program demand, capital and operating costs and the financial impact of any proposed development on the municipality.

- o any proposed facility development should be designed in a manner to ensure accessibility to the disabled both as a participant and as a spectator
- o all future cultural and recreational facilities should be designed to incorporate principles of energy conservation.

3. ESTABLISH AND IMPLEMENT FACILITY FEASIBILITY PROCESS

- 3.1 In the future, the City of Hamilton through the Department of Culture and Recreation should develop a planning process to determine community need for new/improved facilities and the financial feasibility of undertaking the required action. This process should be directed to providing information upon which final decisions about facility provision or upgrading can be made.

3.2 Community Need

Aspects of community need should be identified and assessed based on the following factors:

- o Social welfare needs
- o Social development needs
- o Shopping/wish list
- o Present demand
- o Future demand
- o Present supply
- o Facility standards

3.3 Financial Feasibility

Aspects of financial feasibility should be assessed based on the following factors:

- o the projected operating costs of the development
- o the potential for revenue generation
- o the capital cost of the development
- o the amount of capital costs which can be raised through community donations
- o the amount of debenture required by the municipality to support the capital costs of the development
- o the existing debenture load of the City
- o the total costs of development to the City
- o the project's importance when compared to other proposed municipal projects
- o the estimated economic spin-offs benefits

3.4 Facility Feasibility Study Process

3.4.1 The recommended facility feasibility process should involve a logical sequence of activities as follows:

1. Define Proposed Facility.
2. Determine Social Welfare Need based on community attitude survey. The objective is to define the need for the proposed facility in terms of the advancement of the social development of the members of the community.

Community attitudes can be based on a sample of the population focusing on the role which recreation development should play with regard to social development. It may involve interviews of selected individuals focusing on social development issues to which recreation can respond. A third method is a community forum or workshop which could assess community opportunities and deficiencies and the potential for social development

3. Determine Social Welfare Need based on information concerning demographics, special population requirements, crime rates, and income levels. It may involve the interviewing of community leaders as to the identification of major community social problems and how the proposed development may address these. A third method would be a community forum or workshop to assess the social and physical environments and to identify ways and means to address social welfare needs through the development of cultural and recreational facilities.

4. Establish Future Demand for the proposed facility through the identification of present participation and demonstrated use. Demand can be determined through a community-wide inventory of program and facility use to determine the present patterns of use and supply of service. It should focus on the determination of how available programs and services are used.
5. Establish Future Demand for the proposed facility through the identification of how participation levels may increase or decrease given certain conditions and the determination of the impact which these changes may have on the future demand for additional programs and facilities. To determine future demand it is also necessary to review population projections and to undertake interest group interviews to determine their long range plans. Barriers to program participation expansion and increased facility use should also be identified.
6. Establish a Shopping or Wish List through a survey of a sample of the community concerning future activities and facilities the respondents might like to participate in if they were provided.
7. Establish Present Supply of Similar Public and Private Facilities and programs, through the preparation of an comprehensive inventory of facilities.
8. Establish Need Based on Facility Standards by matching local conditions to a set ratio of population to activity, facility or quantity of land. The need for a new facility is then determined as a result of a mathematical calculation of this ratio.
9. Summarize Qualitative and Quantitative Parameters of Need and analyze with in the context of supply. Prepare a needs statement. If need exists continue to the next phase of the feasibility process.
10. Formulate a Range of Alternative Solutions to address demonstrated need through an examination of the accomodation of demonstrated needs through organizational or programming changes in the existing situation.

If these changes cannot satisfy the expressed and demonstrated demand then the City should examine the development or redevelopment of cultural and recreational facilities. This will involve the development of a series of facility alternatives to satisfy the need. Developing facility alternatives involves a programming aspect to establish the space requirements of the activities as well as a design component.

The design component should be directed toward establishing gross areas of space to which construction and operating cost projections can be applied.

11. Determine Financial Feasibility of Alternatives identified in 10. Financial feasibility should involve consideration of the factors identified in point 3.1 above.
 - (a) For capital costs identify the following:
 - o purchase of land or buildings
 - o demolition
 - o construction costs
 - o site servicing
 - o site work
 - o equipment
 - o materials
 - o insurance
 - o testing fees
 - o permits and inspection fees
 - o professional fees
 - o contingencies
 - (b) Once the total cost to the municipality has been established, the implications of financing this cost should be determined through an evaluation of the amount of municipal debenture required to support capital costs of proposed development (capital and interest) and compare debenture requirement to existing debt load of the municipality
 - (c) Establish what opportunity exists for the community to participate in the provision of a portion of required capital funding through an assessment of the magnitude of community donations and fundraising necessary, and the fundraising capability of existing organizations. An estimate of community donation should be developed.
12. Establish operating costs and projected revenue. Ongoing repair, replacement, conservation and maintenance costs should be included in the operating cost projection.
13. Compare Need to Financial Feasibility Assessment and identify costs/benefits of the proposed development and present findings in a report.
14. Present results of the feasibility study to the Parks and Recreation Committee and the Citizens' Advisory Sub-Committee.
15. Committee makes decision and presents recommendations to Capital Budget Committee.
16. Council reviews Committee recommendations and feasibility study findings and makes a decision about the proposed development.

3.4.2 The facility feasibility process should be incorporated into the cultural and recreational planning and provision activities of the Department. It should not be necessary to retain a consultant to undertake these studies. Certainly some facilities may be of a sophisticated nature which will warrant the consultation of an expert. However even in the situation of retaining outside consultants, the Department should prepare or co-ordinate the preparation of the documentation of the need/demand for the proposed facility.

By incorporating this process into the operations and functions of the Department, long range goals, objectives and strategies concerning facility development or upgrading can be monitored and evaluated in terms of their practical implications.

B. FUTURE FACILITY DEVELOPMENT FOCUS

1. SHORT, MEDIUM AND LONG TERM FOCUS

The future facility planning, design and development process in the City of Hamilton should focus on the following:

(a) IN THE SHORT TERM (1985-1989)

- o the establishment of a cultural and recreational facility planning, design and development process based on the principles identified above.
- o the identification of appropriate facility responses or strategies to respond to the expressed community facility requirements through the undertaking of feasibility studies (see point 3.4 above)
- o the establishment and implementation of a facility accessibility improvement program.
- o the establishment and implementation of a facility conservation, maintenance and upgrading program.

(b) IN THE MEDIUM TERM (1990-1994)

- o the continued implementation of the facility planning, design and development process to anticipate and address community cultural and recreational facility requirements.
- o the continued implementation of the facility conservation, maintenance and upgrading program.
- o the continued implementation of the facility accessibility improvement program.
- o monitoring of the residential development above the escarpment and planning for the related phasing of additional facilities in the area

(c) IN THE LONG TERM (1995-2004)

- o the development of additional recreational and cultural facilities based on the residential development of the area above the Escarpment.

2. FEASIBILITY STUDIES

- 2.1 The Department of Culture and Recreation in association with the City's Division of the Planning and Development Department and other relevant municipal departments should undertake or facilitate the preparation of the following facility feasibility studies in accordance with the process described above.

The Need for Additional Outdoor Playing Fields for Ball Activities

The Need for Additional Track and Field Facilities

The Development of the Municipal Trail System

The Need For a Community Arts Centre and Theatre associated with a downtown leisure centre with fitness, gymnasium and senior's activity spaces.

- 2.2 It is recommended that a feasibility study be undertaken of the need for and implications of a community centre to contain community arts activity areas, fitness exercise area, gymnasium/rehearsal space, senior citizens activity area and a community theatre. The recommended location for this facility is the downtown area of the City.

3. IMPROVE PHYSICAL ACCESSIBILITY OF PRESENT FACILITIES

- 3.1 The Department of Culture and Recreation should undertake a phased program of improvements to existing Department facilities to improve their physical accessibility. The objective of this recommendation is to increase the participation opportunities available to the physically disabled by the removal of physical barriers.

- 3.2 Certain existing facilities are not physically suitable for renovation to improve accessibility. The Department should focus attention on those facilities suitable for upgrading as follows:

3.2.1 Recreation Centres:

Bennetto: parking, viewing to gym, washroom equipment associated with gym, and pool accessibility.

Dalewood: parking, entrance, washroom equipment and pool accessibility.

Hill Park: parking, pool accessibility.

Huntington: parking, washroom equipment and pool accessibility.

Ryerson: parking, washroom equipment and pool accessibility.

Sir Allan MacNab: parking, access to large pool.

Sir Wilfred Laurier: parking, entrance, washroom equipment, access to gym and pool.

Sir Winston Churchill: parking, entrance, washroom equipment and access to pool.

Westmount: parking, washroom equipment and access to pool.

No improvements are recommended to Scott Park or Central Memorial Centre as they are both unsuitable for renovation to increase accessibility as a result of their design.

3.2.2 Seniors Centres:

Main Hess provision of designated parking.

Hamilton Senior's Centre - MacNab: washroom and washroom equipment, parking.

3.2.3 Heritage Buildings:

In general, the barriers to accessibility at the heritage facilities are related to the original design, age and nature of the buildings. It would not be possible to increase the accessibility of the majority of these facilities without incurring prohibitive cost and substantial alteration to the historical aspects of these facilities. Therefore the Department of Culture and Recreation should focus accessibility improvements to its heritage buildings through the provision of designated handicapped parking spaces at Dundurn and at the Children's Museum.

3.2.4 Arenas:

The following improvements would make each arena totally accessible for participation by the disabled.

- o the provision of designated handicapped parking areas at all arenas.
- o the provision of ramps at entrances to Lawfield, Rosedale and Scott Park Arenas.
- o the provision of suitable washroom equipment at all arenas except Eastwood.
- o the provision of movable ramp to arena surface at Lawfield Arena.

If viewing was regarded as a high priority requirement, small elevated platforms should be constructed at all arenas except Inch Park.

3.2.5 Golf and Ski Centres:

Due to the numerous physical and design constraints and the concomitant costs to renovate the Chedoke facility to improve accessibility for the disabled, it is recommended that any proposed improvements focus on the Kings Forest facility which appears to be more suitable for renovation and ultimate use. Renovations to the Kings Forest facility to make it accessible would include:

- o the provision of designated parking area.
- o the installation of entrance ramp.
- o widening of the washroom stalls.

3.3 Implementation of Accessibility Program

The Department of Culture and Recreation should base actions directed to improving the physical accessibility of facilities on a detailed action plan including architectural and engineering feasibility and capital costs. The disabled and senior population should be involved in the determination of the priority and nature of improvements. Both S.P.A.R. and the Regional Advisory Council for the Physically Disabled should be involved in this process.

The accessibility improvement plan should:

- o establish detailed work program and associated capital cost estimates for each facility based on Master Plan assessment
- o establish sources of funding
- o meet with representatives from elderly and disabled populations to review proposed improvements and costs and to establish order of priority for implementation
- o undertake pilot projects
- o subsequently review and evaluate pilot projects and continue implementation

The following is a suggested order of importance for the facility accessibility improvement program. These priorities should be reviewed in the early planning stages of the program with representatives from the elderly and disabled populations:

1st priority:

- o provide designated parking spaces at Children's Museum
- o improvements to Hill Park Recreation Centre
- o improvements to Eastwood Arena

2nd priority:

- o improvements to Sir Allan MacNab Recreation Centre
- o provide designated parking at Dundurn Arena
- o improvements to Coronation Arena

3rd priority: improvements to:

- o Westmount Recreation Centre
- o Inch Park Arena

4th priority: improvements to:

- o Ryerson Recreation Centre
- o Parkdale Arena

5th priority: improvements to:

- o Huntington Recreation Centre
- o Mountain Arena

6th priority:

- o improvements to Bennetto Recreation Centre

7th Priority: improvements to:

- o Dalewood Recreation Centre
- o Sir Wilfred Laurier Recreation Centre
- o Sir Winston Churchill Recreation Centre
- o Lawfield Arena

8th priority: improvements to:

- o Rosedale Arena
- o Scott Park Arena
- o Golf and Ski Club - King Forest

3.4 Future Facility Design

The Department of Culture and Recreation should ensure that any future facility development should be designed to allow for complete participation and spectating by the disabled.

3.5 Identification

The Department of Culture and Recreation should identify those facilities which are physically accessible through use of the international accessibility symbol.

3.6 Park Accessibility Review

The Department of Culture and Recreation in conjunction with the Parks Division of the Department of Public Works should undertake a review of parks and parkland equipment to develop a park accessibility improvement program. Representatives of the disabled and elderly population of the City should be involved in this review process. The objective of the park accessibility improvement program is to identify improvements or modifications to equipment provided in the parks and park design to increase accessibility and use by the disabled. Specific attention should be directed to existing public washrooms at Dundurn and Gage Parks, trails and pathways, benches, parking, water fountains and public telephones.

3.7 Future Park and Park Equipment Design

The Department of Culture and Recreation in conjunction with the Parks Division should ensure that any future park and park equipment is designed to be suitable for use by the disabled.

4. FACILITY IDENTIFICATION

The Department of Culture and Recreation should develop a co-ordinated signage system for the identification of the Department's facilities. Subsequently the Department should implement the signage system to ensure that each of its facilities are identified.

5. FACILITY CONSERVATION, MAINTENANCE AND UPGRADING PLAN

- 5.1 The Department of Culture and Recreation should develop a long term facility conservation, maintenance and upgrading plan. This plan should identify regular facility evaluation procedures, long term facility conservation and maintenance requirements and the associated capital and operating costs.

Sufficient funds should be allocated by the Municipality to implement this program upon approval by Council.

- 5.2 In the immediate future, the Department of Culture and Recreation should prepare a short term capital improvement/upgrading plan encompassing all of the Department's facilities.

This programme should identify priority projects for improvement and upgrading, associated capital and operating costs and a development improvement phasing schedule.

This program should specifically assess and examine methods to improve the provision of adequate parking at each of the Department's facilities.

6. MONITOR RESIDENTIAL DEVELOPMENT

- 6.1 The Department of Culture and Recreation, in association with the City's Division of the Planning and Development Department, should monitor residential development above the escarpment.

- 6.2 The Department of Culture and Recreation should provide in the long term capital budget, planning provision for the development of adequate cultural and recreational facilities for residential development in this area.

7. FACILITY RESERVATION POLICY

- 7.1 The Department of Culture and Recreation should review the present process of reserving time/space at Departmental cultural and recreational facilities and establish methods to improve this process.

- 7.2 Specifically, the Department of Culture and Recreation should co-ordinate the preparation of a comprehensive inventory of facilities; improve facility promotion and marketing activities; and improve co-ordination of facility use with other agencies.

- 7.3 The Department should subsequently prepare a revised policy for facility/playing field reservation.

PART IV IMPLEMENTATION PROCESS, SCHEDULE

The following recommendations are intended to ensure that these activities are undertaken in a systematic and comprehensive manner.

The following recommendations are intended to ensure that these activities are undertaken in a systematic and comprehensive manner.

1. The Department of Culture and Recreation should systematically update the information contained in the Master Plan. Any major change in socio-economic or participative patterns and activity goals should be identified and their impact on the recommendations presented in the Master Plan should be evaluated. Subsequently, revisions or modifications to the recommendations should be considered and presented to the Parks and Recreation Committee for the Parks and Recreation Council Advisory Sub-Committee.
2. Both the recommended C.R.E.A. Committee and the recommended Parks and Recreation Council Advisory Sub-Committee should independently monitor the progress of the implementation process and the achievement of stated goals and objectives. This monitoring activity should be continuous.
3. The Department of Culture and Recreation should prepare an annual Master Plan Progress Update report. This report should be reviewed and held by the Parks and Recreation Committee and the Parks and Recreation Council Advisory Committee. Subsequently this report should be distributed throughout the community in the form of a newsletter.
4. Each year, a one-day public workshop or conference should be sponsored by the Department to evaluate the implementation process, to update community information, and to assess Departmental goals, objectives and progress.

SECTION IV: IMPLEMENTATION

1. IMPLEMENTATION SCHEDULE

The recommendations presented in the Master Plan are listed in the implementation schedule according to timetable and priority. Implementation steps and respective roles and responsibility are identified. The 20 year time horizon of the implementation schedule is organized according to the following categories:

SHORT TERM - immediate	1985-1986
	1987-1989
MEDIUM TERM	1990-1994
LONG TERM	1995-2004

2. MONITORING, UPDATING AND EVALUATION OF THE MASTER PLAN

It is essential that the planning process for the delivery of cultural and recreational services continues after the presentation of the Master Plan report and during the implementation stages. Specific recommendations of this report are directed towards: the development of municipal and departmental policies, improving the planning activities of the Department, improving program evaluation and increasing public input into the decision-making process.

Implementation of these recommendations will assist in the on-going monitoring, updating and evaluation of the Master Plan report. However these three activities; monitoring, updating and evaluation are each important aspects of the master planning process. Each activity is directed towards ensuring that the recommendations presented in the Master Plan report are implemented and remain relevant and appropriate over time. As changes in such factors as population size, characteristics and cultural and recreational participation preferences occur, their impact on the recommendations, particularly those concerning municipal and departmental goals, objectives and policies, should be evaluated, and appropriate modifications identified.

The following recommendations are presented to ensure that these activities are undertaken in a systematic and comprehensive manner.

1. The Department of Culture and Recreation should systematically update the information contained in the Master Plan. Any major changes in socio-economic or participation patterns and activity preferences should be identified and their impact on the recommendations presented in the Master Plan should be evaluated. Subsequently, revisions or modifications to the recommendations should be established and presented to the Parks and Recreation Committee and the Parks and Recreation Citizens' Advisory Sub-Committee.
2. Both the restructured C.L.E.A.R. Committee and the recommended Parks and Recreation Citizens' Advisory Sub-Committee should independently monitor the progress of the implementation process and the achievement of stated goals and objectives. This monitoring activity should be continuous.
3. The Department of Culture and Recreation should prepare an annual Master Plan Progress Update report. This report should be reviewed with both the Parks and Recreation Committee and the Parks and Recreation Citizens Advisory Committee. Subsequently this report should be distributed throughout the community in the form of a newsletter.
4. Each year, a one-day public workshop or conference should be sponsored by the Department to evaluate the implementation process, to update community information, and to assess Departmental goals, objectives and policies.

5. This process should be supported by other forms of public input into monitoring, updating and evaluation activities as may be deemed appropriate. These may include public surveys, submission of briefs, and questionnaires.
6. In 1990 a major re-evaluation of the Master Plan should be undertaken jointly by the community and Department. This re-evaluation should focus on a review of municipal and departmental cultural and recreational goals and objectives and the identification of any emerging community cultural and recreational requirements. This re-evaluation should result in the preparation of a status report which summarizes modifications to recommendations, implementation strategy and the municipal and departmental goals and objectives.

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
1. Philosophical Orientation	o develop action strategy, (see B 1.4.1, 1.7, 1.8, 1.9)	Summer/Fall 1985	Department of Culture & Recreation
2. Develop long term goals	o review, approve and implement recommended goals	Summer/Fall 1985	Department of Culture & Recreation, Parks & Rec. Committee;
	o develop measurement criteria and evaluation process	"	Citizens' Advisory Sub-Committee
	o develop implementation strategy	"	
3. Develop objectives	o translate goals into statements of objectives and strategies	Summer/Fall 1985	Department of Culture & Recreation
	o begin staff training (1.6)	Fall 1985	
4. Establish Parks and Recreation Citizens' Advisory Sub-Committee	o develop terms of reference for Sub-Committee	Fall 1985	Parks and Recreation Com.
	o develop selection criteria	Fall 1985	

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RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
continued	- o advertise for membership - o interview and select	Fall 1985 Winter 1985	
5. Parks and Recreation Committee to investigate feasibility of delegation of decision making voting authority to Citizens' Advisory Sub-Committee	o review legislation and by-laws	Winter 1985	Parks and Recreation Comm.
6. Allocate planning function to senior staff position	- o establish facility, parkland development and upgrading policies and procedures - o establish implementation of physical accessibility of facilities, programs, and parkland - o review and update inventories of; socio-economic trends leisure participation trends facilities open space - o maintain and improve liaison with other planning agencies	Summer 1985 Fall 1985 Fall 1985 Ongoing	Department of Culture & Recreation

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
continued	- o develop and review Department policy statements - o inform and train staff	- Fall/Winter 1985 - Fall/Winter 1985	
7. Develop community development and participation strategy	- o identify appropriate community development and participation techniques/methods - o establish community development and participation strategy - o undertake staff training - implement strategy	- Summer/Fall 1985 - Fall 1985 - Fall 1985 - Fall 1985	Department of Culture & Recreation, Citizens' Advisory Sub-Committee, and Community Groups
8. Develop Municipal Arts Policy	o establish terms of reference for task force and draft policy terms of reference	Summer 1985	Parks and Recreation Committee, Citizens' Advisory Sub-Committee

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
	o establish task force	Fall 1985	Parks and Recreation Committee and Citizens' Advisory Sub-Committee
	o task force establishes final policy terms of reference	Fall 1985	Task Force
	o committee and council approval of terms of reference	Fall 1985	Parks and Rec. Committee, Citizens' Advisory Sub-Committee, Council
9. Establish contract position of Municipal Arts Specialist	o establish job description	Fall 1985 after est. of Task Force	Parks and Recreation Committee, Citizens' Advisory Sub-Committee, and Task Force Representative

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
continued	o establish selection committee	Fall 1985	
	o advertise		Department of Culture & Rec. with input from Task Force, Parks & Rec. Committee, and Citizens' Advisory Sub-Committee
	o interview		
	o selection and hiring		
10. Develop Municipal Arts Policy	o development of policy	Winter/Spring 1985-1986	Task Force, Public, and Department of Culture & Rec.
	o public review of draft policy		
	o revisions and refinement		
	o public review draft policy		
	o revisions and finalization		
	o presentation to Parks and Recreation Committee	Fall 1986	Task Force

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
	o presentation to Council	Fall 1986	Parks and Recreation Committee
	o approval and implementation	Fall 1986	Council
	o Municipal Arts Policy Task Force terminated	Fall 1986	
11. Departmental involvement in developing the Municipal Arts Policy	o designation of Department representative	Summer 1985	Department of Culture & Recreation
	o preparation of proposed future Departmental arts involvement, role, support, and assistance	Summer 1985	"
	o on-going input into development of Municipal Arts Policy	1985-1986	"
12. Program Support Services	o designate staff volunteer Coordinator	Fall 1985	Department of Culture & Recreation
	o develop volunteer strategy	Winter 85-86	
	o establish leisure education and counselling program	Winter 85-86 and thereafter	

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RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
continued	o provide leisure counselling	Winter 85-86 and thereafter	
	o develop promotion marketing plan	Winter 85-86	
	o develop evaluation strategy	Winter 85-86	
13. Philosophical Orientation	o consult with priority pilot project participants	Fall 1985	Department & Public
	o implement pilot projects	Winter 1985- 1986	Department & Public
	o evaluate pilot projects	Spring 1986	Department, Public, and Citizens' Adv. Sub-Committee
	o revise action strategies	Spring/Summer 1986	Department & Public
	o implement Phase II of action strategy	Fall/Winter 1986	Department & Public

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
15. Establish Museums Services Unit		Summer 1985	Department of Culture & Recreation
16. Establish position of Museum Director	o develop job description	Summer/Fall 1985	Department of Culture & Recreation with input from Parks & Rec. Comm., Citizens' Advisory Sub-Committee, and Hamilton Historical Bd. Representative
	o establish selection committee		
	o advertise and interview		
	o selection		
17. Eliminate Contract position of Cultural Coordinator	o assign relevant duties and functions to position of Museum Director	subsequent to hiring of Museum Director	Department of Culture & Recreation
18. Transfer reporting function of L.A.C.A.C. to the City's Planning and Development Committee		Summer 1985	Department, Committee, & Council

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
19. Re-classify Architectural Historian position to full time status		Immediately	Department, Committee, & Council
20. Transfer Architectural Historian position to the City's Planning and Development Department		Summer 1985	Department, Committee, & Council
21. Establish support requirements for Architectural Historian function	o review support requirements and feasibility of provision	Fall/Winter 1985	City's Division of Regional Planning & Development with input from the L.A.C.A.C.
22. Museum Services Operational Review Long Range Plan	o establish steering committee o establish review terms of reference o establish study team to carry out review and plan preparation o undertake review process o develop recommendations o review recommendations	Fall 1985 Winter 1985-86	Department of Culture & Recreation with input from Parks and Rec. Comm., Citizens' Advisory Sub-Committee Representative, and Hamilton Historical Bd. Representative o review recommendations

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
continued	- o present report to Parks and Recreation Committee - o implement	Spring 1986 Spring 1986	
23. Designate staff Sports Coordinator Position		Summer 1985	Department of Culture & Recreation
24. Develop Community Sports Policy	- o establish municipal policy regarding Department support for the development of Sports - o implement recommendations re: creation of Sports Council/Federation and Minor Hockey re-organization	Winter 1985	Department of Culture & Recreation in conjunction with Sports Federation/Council
25. Offer city wide memberships		Fall 1985	Department, Committee, and Council
26. Develop Innovative Programming Strategy	- o develop mechanisms for input and evaluation - o develop innovative program strategy - o establish budget allocation - o implement	Winter 1986	Department of Culture & Recreation

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
Recreation Centres Program Improvements	o improve program accessibility to the elderly and disabled	Fall 1985	Department of Culture & Recreation
	o offer drop in programs		
	o offer special interest programs		
	o offer arts program based on municipal arts policy recommendations	1986	
27. Monitor population characteristics		Quarterly	Department of Culture & Recreation with input from City's Division of the Dept. of Planning and Development
28. Arena Program Improvements	o improve volunteer recruitment, training, and management	Fall 1985	Department of Culture & Recreation
	o plan for greater adult participation	Spring 1986	
	o develop activities during non-prime time hours	Summer 1986	

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
29. Museum Program Improvements	- o improve sharing of ideas, resources between museum and department staff - o increase awareness - o offer joint programming	- Fall 1985 - Fall 1985 - Winter 1985	Department of Culture & Recreation
30. Seniors	- o provide assistance to community groups - o increase program activities at public facilities - o provide integrated programs - o improve coordination among groups	- Fall 1985 - Fall 1985 - Winter 1985-86 - Fall 1985	Department of Culture & Recreation with input from Elderly Groups
31. Golf and Ski Centres	- o improve youth and teen programming - o examine and establish demand for cross country skiing - o based on demand provide funds for grooming and maintenance	- Winter 1985-86 - Winter 1985-86 - Winter 1986	Department of Culture & Recreation with input from Public

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
32. Special Populations	o programs for special populations Teens, see 6.1.1, 6.1.2, 6.1.3 Women, see 6.2.1 Elderly	Fall 1985	Department of Culture & Recreation
33. Single Parents	o provide day care facilities o improve promotion and liaison	Winter 1986 Fall 1985	Department of Culture & Recreation with input from the Public
34. Ethnic Groups	o improve liaison and consultation	Fall 1985	Department of Culture & Recreation in conjunction with Rep. of the Ethnic Community
35. Unemployed	o improve promotion	Fall 1985	Department of Culture & Recreation
36. Disabled	o implement physical accessibility program - undertake staff and volunteer training - consultation with disabled community	Fall 1985 Fall 1985 Fall 1985	Department of Culture & Recreation with input from Disabled Residents

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
37. Arts organizational development assistance	o Identify existing community arts resources	Summer 1985	Department of Culture & Recreation
	o assist existing arts organization in resource utilization	Fall/Winter 1985	"
	o assist Hamilton and Region Arts Council efforts re: volunteer recruitment, training, and management	Fall/Winter 1985	Department & H.R.A.C.
38. Revise and Improve Municipal Funding/Grants Process	o Establish Funding Grants Sub Committee	Fall 1985	Finance Comm.
	o Establish Citizens' Advisory Sub-Committee	Fall 1985	
	o Develop Municipal Grants Funding Policy	Winter/Spring 1986	Funding/Grants Sub-Committee with input from Municipal Arts Policy Task Force & Public
	o Establish Funding Grants Sub Committee	Spring 1986	
	o Implement Municipal Grants Funding Policy	Spring 1986	

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
39. Staff Co-ordination and Liaison	o Hold regular information meetings	Ongoing	Department of Culture & Rec. with input from relevant municipal departments
40. Staff Co-ordinating Committee	o Establish staff Co-ordinating Committee	Fall 1985	Department of Culture & Recreation with input from relevant municipal depts.
41. Undertake Yearly Review and evaluation of goals and objectives	o staff and public input into relevance of goals o staff and public assessment of relative achievement of goals and objectives	Spring 1986 and each year thereafter	Department of Culture & Recreation with input from Public
42. Review name of Parks and Recreation Committee	o subsequent to the development of the Municipal Arts Policy revise name to be more appropriate with regard to the Committee's mandate and purpose	Fall 1986 after the development of Municipal Arts Policy	Parks and Recreation Com. with input from Citizens' Advisory Sub-Comm.
43. Review department name	o review name of Department and revise as appropriate with regard to Departmental Goals and Objectives	Fall 1986 after the development of Municipal Arts Policy	Department of Culture & Recreation, Parks & Rec. Comm. and Citizens' Advisory Committee

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
44. Establish a cultural/recreational Facility Planning, Design and Development Process	- o prepare up to date facility inventory - o establish facility feasibility study process (see Recom.A3)	Fall/Winter 1985-86 Fall/Winter 1985-86	Department of Culture & Recreation with input from related municipal departments
45. Undertake Facility Feasibility Studies	- o assess need for and implications of the development of additional ball fields in City - o assess need for and implications of the development of additional track and field facilities in the City	Spring/Summer 1986 Spring/Summer 1986	Department of Culture & Recreation with input from related municipal departments
46. Establish and Implement Cultural and Recreational Facility Conservation, Maintenance and Upgrading Program	- o prepare long term facility conservation/upgrading plan - o identify short term priority projects - o allocate funds - o implement on a phased basis	Winter/Spring 1986 Spring 1986 Spring 1986 Summer/Fall 1986	Department of Culture & Recreation with input from related municipal departments

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RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
47. Recreation Facility Accessibility Improvement Program	- o Establish work program and costing for each facility based on assessment in Master Plan - o Establish sources of funding - o Meet with representatives from seniors and disabled population to review proposed improvements and costs and to establish order of priorities - o Undertake pilot projects - o provide designated parking spaces at Children's Museum - o Improvements to Eastwood Arena - o Improvements to Hill Park Recreation Centre	Summer/Fall 1985 Fall 1985 Winter 1985-1986 Spring 1986	Department of Culture & Recreation with input from related municipal departments and representatives of the disabled and elderly population

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
48. Municipal Cultural/ Recreational Facility Identification	- o develop co-ordinated signage program - o establish costs and phasing - o allocate funds - o implement	Winter 85-86 Winter 1986 Spring 1986 Summer 1986 & thereafter	Department of Culture & Recreation with input from related municipal departments
49. Parks Accessibility Improvement Strategy	- o review physical accessibility to parks and park equipment, identify areas for improvement - o consult with representatives of disabled and elderly populations - o prepare parks accessibility improvement strategy, identify costs and phasing - o allocate funds - o implement	Spring 1986 Spring 1986 Summer 1986 Summer 1986 Fall 1986 & thereafter	Department of Culture & Recreation in conjunction with the Parks Div. and representatives of the elderly and disabled population
50. Prepare Facility Reservation Policy	- o review present process - o consult with community representatives - o prepare reservation policy	Winter 85-86 Winter 1986 Spring 1986	Department of Culture & Rec.

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
51. Official Plan Amendments	- o prepare O.P.A. re: - parkland/open space standards - parkland descriptions - school ground role - definition of useable school site	1985-86	City's Division of Regional Planning & Development Dept., Parks Div., Department of Culture & Rec. with input from Bd. of Educ.
52. Goals and Objectives	- o develop set of municipal parkland open space goals & object. - o develop strategies to achieve objectives - o develop evaluation process to review achievement of objectives and goals	1985-86	City's Division of Regional Planning & Development Dept., Parks Div., Department of Culture & Rec.
53. Priority One Parkland	- o prepare comprehensive up-to-date inventory of all public parkland and open space - o prepare inventory of lands designated for parks not on Priority One List - o review inventory and assess to determine surplus land - o expedite sale of surplus land	1985 1985-86 1986 ongoing	City's Division of Regional Planning & Development Dept., Parks Expenditure Sub-Comm. City's Division of Regional Planning & Development Dept., Parks Expenditure Sub-Comm.

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
54. Park Improvements	- o prepare a parkland improvement strategy - o allocate funds - o implement improvements	Winter 1985-86 Spring 86 Spring 86 & thereafter	Department of Culture & Rec., & City's Div. of Regional Planning & Develop. Dept., Parks Division
55. Design Guidelines	o prepare set of parkland design guidelines	Winter 85-86	as above
56. Hamilton Harbour	- o monitor progress of Master Development Plan - o evaluate Master Development Plan with regard to Design Objectives (Section II, D, 2) - o implement development	ongoing ongoing 1986+	Parks & Rec. Committee, Citizens' Advisory Sub-Committee, Waterfront Advisory Comm.

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RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
57. Hamilton Beach	o undertake modified neighbourhood plan program	Spring 1986	City's Div. of Regional Planning & Development Department, Beach Residents
58. Ore Area	o expedite parkland/open space provisions of Central Area Plan	ongoing	City's Div. of Regional Planning & Development Department, Parks Expenditure Sub-Com.
59. Trail System Development	o implement commuter routes proposed by Hamilton Cycle Trails	Spring 1986	Department of Culture & Rec. in conjunction with other municipal departments, agencies, community representatives and the public
	o develop/refine a municipal trails system development plan	Summer 1986	
	o establish priority projects phasing and costs	Summer 1986	
	o allocate funds	1987	
	o implement	Spring 1987	

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
	1987-88-89		
60 Undertake Feasibility Study	o Community Arts/Fitness Centre Feasibility Study	Winter 86-87	Dept. C.&R. with input from relevant municipal depts. & public
61 Facility Conservation, Maintenance and Upgrading Program	o Ongoing Implementation of Facility Conservation, Maintenance and Upgrading Program	87-88-89	Dept. C.&R. with input from relevant municipal departments
62 Municipal Facility Identification	o Ongoing Implementation of Municipal cultural/recreational facility signage system	87-88-89	Dept. C.&R. in conjunction with relevant municipal depts.
63 Park Accessibility Improvement Strategy	o Ongoing implementation of park accessibility improvement strategy	87-88-89	Dept. C.&R. in conjunction with relevant municipal departments
64 Monitor Residential Development on Top of Escarpment	o monitor residential development o allocate capital funds	87-88-89	Dept. C&R in conjunction with relevant municipal depts.
65 Ongoing Implementation of Recreation Facility Accessibility Improvement Program	o evaluate pilot projects, review accessibility program and establish second priority projects o undertake improvements to second priority projects	Winter 1986-1987 Spring/Summer 1987	Dept. C&R with input from relevant municipal depts. and representatives of disabled and elderly population

IMPLEMENTATION

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
65 continued	- o Sir Allan MacNab Recreation Centre - o provide designated parking at Dundurn - o Coronation Arena - o review program and revise. establish third priority projects - o undertake third priority projects - o Westmount Recreation Centre - o Inch Park Arena - o review progress, revise and establish fourth priority projects - o undertake fourth priority projects - o Ryerson Recreation Centre - o Parkdale Arena	Winter 1987-88 Spring/Summer 1988 Fall/Winter 1988-89 Spring/Summer 1989	

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
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1990-1994

- | | | | |
|--|--|------|---|
| 66 Major Re-evaluation of Community Cultural and Recreational Requirements | <ul style="list-style-type: none"> o develop needs assessment process o undertake assessment through community survey, workshops and interviews o review population, economic and cultural/recreational trends o establish community requirements and analyze o identify changes from 1985 Master Plan and develop strategies to respond o review strategies with public o revise and make recommendations Parks and Recreation Committee | 1990 | Dept. C.&R. with major public input and participation |
|--|--|------|---|

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
	1990-1994		
67 Facility Conservation, Maintenance and Upgrading Program	o ongoing Implementation	1990-94	Dept. Culture & Recreation
68 Municipal Facility Identification	o ongoing Implementation	1990-94	Dept. Culture & Recreation
69 Park Accessibility Improvement Strategy	o ongoing Implementation	1990-94	Dept. C.&R. in conjunction with relevant municipal departments & public
70 Monitor Residential Development on Top of Escarpment	o monitor residential development	1990-94	Dept. C&R in conjunction with relevant municipal depts.
71 Ongoing Recreation Facility Accessibility Improvement Program	- o review progress, revise and establish fifth priority projects - o Undertake fifth priority projects - o Huntington Recreation Centre - o Mountain Arena - o Review and revise program and establish sixth priority projects	- Winter 1989-90 - Spring/Summer 1990 - Winter 1990-91	Dept. of Culture & Recreation in conjunction with relevant municipal departments and representatives of disabled and elderly population

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
71 continued	- o Undertake sixth priority project - o Bennetto Recreation Centre - o Review progress to date and assess priority of outstanding projects - o Dalewood Recreation Centre - o Sir Wilfred Laurier Recreation Centre - o Sir Winston Churchill Recreation Centre - o Lawfield Arena - o Rosedale Arena - o Scott Park Arena - o Kings Forest Golf and Ski Club - o Undertake remaining projects on a priority basis	- Spring/Summer 1991 - Winter 1991-92 - Spring 1992	

RECOMMENDATION	ACTION	TIMETABLE	RESPONSIBILITY
	1995-2004		
72 Municipal Funding/Grants Process	o review long term objective	1995	Finance Comm., Funding/Grants Sub-Com., public
73 Facility Conservation, Maintenance and Upgrading Program	o ongoing implementation	1995-2004	Dept. C&R in conjunction with relevant mun. depts. & elderly & disabled representatives

<u>RECOMMENDATION</u>	<u>ACTION</u>	<u>TIMETABLE</u>	<u>RESPONSIBILITY</u>
74 Long term Evolution of Department	- o undertake review of Department mandate/purpose and community requirements - o revise mandate as appropriate	2004	Dept. C&R, Parks & Rec. Comm., Citizen's Adv. Sub-Comm., Public
75 Monitor Residential Development	o annual review of residential development	1995-2004	Dept. C&R in conjunction with relevant municipal departments

3. FINANCIAL IMPLICATIONS

This Master Plan has focused primarily on process, policy and organizational development as opposed to physical development. As a result, detailed projections of both capital and operating expenditures are not provided. They can, in fact, be accurately developed only through the implementation of the planning and analysis processes which are recommended. Table 2 provides an overview indication of the potential sources of capital and operating expenditures. Estimates of related expenditures are identified where appropriate.

Table 2: Financial Implications.

PART A: PROJECTED CAPITAL EXPENDITURES			
RECOMMENDATION	SHORT TERM 1988-1990	MEDIUM TERM 1990-1994	LONG TERM 1995-2004
Facility Conservation, Maintenance and Upgrading Program	◆	◆	◆
Facility Accessibility Improvement Program	\$20 - \$40,000	\$40 - \$65,000	◆
Facility Signage	\$5,000	\$5,000	\$5,000
Parks Accessibility Improvement Program	◆	◆	◆
Parks Improvement Program	◆	◆	◆
Department Operational Review Study	\$20 - \$25,000		
Additional Ball Fields Development	(F.S.C.)		
Track and Field Facility Development	(F.S.C.)		
TRAIL SYSTEM DEVELOPMENT	◆	◆	◆
Community Arts, Fitness, Senior Centre Complex Feasibility Study	\$15 - \$20,000	(F.S.C.)	
Hamilton Harbour Development		◆	◆
Re-evaluation of Community Needs Program		\$15,000	
Facility Development on Top of the Escarpment	(F.S.C.)	(F.S.C.)	(F.S.C.)

NOTE: Categories marked ◆ indicate major capital expenditure implications. The actual amount of capital expenditure should be determined through detailed investigations as recommended in the Master Plan.

Categories marked (F.S.C.) indicate potential capital expenditure commitments dependent upon the results of facility feasibility studies.

PART B: PROJECTED OPERATING EXPENDITURES

RECOMMENDATION	YEAR		
	1985	1986	1987 -
MUNICIPAL ARTS SPECIALIST CONTRACT POSITION	-	\$20 - \$25,000	-
MUSEUM DIRECTOR STAFF POSITION		\$40 - \$50,000	\$40 - \$50,000
MUSEUM TECHNICAL SUPPORT STAFF POSITION		\$20 - \$25,000	\$20 - \$25,000
INNOVATIVE PROGRAMMING BUDGET		\$10,000	\$10,000
ADDITIONAL OPERATING EXPENDITURES (per year)		\$70 - \$110,000	\$70 - \$85,000

NOTE: Allowances for additional staff should be made subsequent to the Departmental re-organization.

Salary estimates include benefits.



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